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2006/07 – 2008/09
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Message from the Minister and Accountability Statement

I am pleased to present the Ministry of Agriculture and Lands' 2006/07 – 2008/09 Service Plan.

British Columbia has a great climate, fertile soil, crop diversity, proximity to markets, and the drive to move ahead in a competitive world. As minister responsible, I will do everything I can to ensure that British Columbia's agriculture and food sector, continue as one of the engines that drive our economy so we can leave a legacy of opportunity.

The Ministry of Agriculture and Lands is taking a four-themed approach to continue strengthening the investment climate in B.C.'s agriculture sector. We will find ways to increase access to capital, improve access to Crown land, enhance the flow of knowledge and manage the urban/agriculture divide.

Under the leadership of Premier Gordon Campbell we will use this four-theme approach to make a meaningful contribution to meeting the Five Great Goals for a Golden Decade, outlined in the 2005 speech from the throne.

The ministry is committed to maximizing benefits from the agriculture and food sectors, taking a balanced approach to the administration of Crown lands, ensuring safe and healthy food systems and continuing to develop world class environmental management practices.

Building on contributions from a MLA committee chaired by Parliamentary Secretary Val Roddick, the Agriculture Plan for British Columbia will support the Great Goals of "create more jobs per capita than anywhere else in Canada", and "lead the world in sustainable environmental management with the best air, water quality and fisheries management". This goal will also be supported by our aquaculture strategy. We will review the strategy with input from the Select Standing Committee on Aquaculture, and the Pacific Salmon Forum led by John Fraser to ensure the industry continues to perform to high environmental standards, and to explore opportunities for technological advancement and innovation.

I am committed to helping the agricultural and aquaculture industries be more competitive, both with the rest of Canada and internationally. In order to improve access to capital, we will seek opportunities to promote B.C.'s natural resource-based economy, take advantage of the 2010 Olympic and Paralympic Winter Games, and expand trade in the Asia-Pacific region.

The ministry will support government's Great Goal of "lead the way in North America in healthy living and physical fitness" by ensuring through food safety regulations, enforcement and bio-security measures that B.C.'s agriculture and food sectors continue to produce sustainable, healthy food products. The ministry will champion the B.C. School Fruit and Vegetable Snack Program, part of the Province's ActNow BC initiative.

Crown land administration across the Province will be enhanced through consultation and improving relations with First Nations, and by developing policies to ensure long-term sustainable benefits for all British Columbians. The ministry will continue to use a science-based approach to managing contaminated sites that are the responsibility of the Province.

The Integrated Land Management Bureau, created in the summer of 2005, is committed to providing high-quality, client-focused Crown land and resource management and information services. The bureau is providing single-point-of-contact services to businesses and individuals seeking information and authorizations for the use of Crown land and resources on behalf of a growing list of ministries and agencies.

The bureau is also working to finalize six strategic land use plans for government decisions. The current priority is on finalizing negotiations with First Nations and providing sufficient information to government. Another bureau priority is to revise a number of plans to account for Mountain Pine Beetle impacts. Additionally, the ILMB is coordinating the development of recovery plans for three species-at-risk: mountain caribou, northern spotted owl and marbled murrelets, as well as delivering resource information across B.C.

The ILMB reports to six deputy ministers who serve as an advisory board for the bureau (Agriculture and Lands, Forests and Range, Environment, Tourism, Sport and Arts, Aboriginal Relations and Reconciliation and Energy, Mines and Petroleum Resources).

The programs and priorities set out in the 2006/07 - 2008/09 Service Plan reflect the ministry's commitment to make valuable contributions to the well-being of all British Columbians. I encourage you to read the plan, as it provides an excellent overview, clearly setting out our priorities for the next three years.

The Ministry of Agriculture and Lands 2006/07 - 2008/09 Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of February 8, 2006 have been considered in preparing the plan and I am accountable for achieving the specific objectives of the plan.

Honourable Pat Bell
Minister of Agriculture and Lands

February 8, 2006

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Introduction to the Service Plan

The mandate of the ministry is to enhance the economic development and environmental sustainability of the agriculture and food sectors and Crown land, while delivering safe, high quality products for the enjoyment and well-being of B.C.'s citizens. Services provided by the ministry fall broadly into two groups:

- those supporting the agriculture and food sectors (food industry development initiatives, improved resource and risk management practices in the agriculture and aquaculture sectors, and enhanced food safety and quality); and
- those supporting the development and implementation of a Crown Land Allocation Framework (CLAF) and management of Crown land (including contaminated sites on Crown land).

The Integrated Land Management Bureau reports through the Ministry of Agriculture and Lands but operates relatively independently of it. The bureau is a client-focused organization providing services, on behalf of the ministry and other provincial ministries and agencies, to clients outside and within the provincial government. It does this by:

- coordinating applications for access to Crown resources (tenures, permits, licences, Crown grants, etc.) through regional FrontCounter BC offices;
- developing, implementing and revising land use plans;
- managing and delivering resource information; and
- prioritizing and coordinating recovery planning for broad-ranging species-at-risk.

Through these services, and working within the Crown land use policies set by the ministry, the bureau supports the balanced development of the Province's natural resources.

This service plan presents the goals, objectives and expected results over the 2006/07 - 2008/09 period for the Ministry of Agriculture and Lands and the Integrated Land Management Bureau and is divided into two parts:

- Part A: Ministry of Agriculture and Lands; and
- Part B: Integrated Land Management Bureau.

Part A: Ministry of Agriculture and Lands

Ministry Overview

Purpose of Ministry

The mandate of the ministry is to enhance the economic development and environmental sustainability of the agriculture and food sectors and Crown land, while delivering safe, high quality products for the enjoyment and well-being of British Columbians. Agriculture and food sectors encompass agriculture and food/seafood processing sectors, as well as fish, shellfish and marine plant farming and their products. Crown land includes management of specified Crown land and associated resources in a manner that supports the economic and social fabric of British Columbia. This focus is essential to improving the global competitiveness of British Columbia and enhancing our ability to attract private investment, and to stimulating economic growth and job creation across the Province.

The ministry works with agencies at the local, provincial and federal levels as well as numerous other stakeholders and First Nations to fulfill its mandate. With respect to agriculture, a partnership with Agriculture and Agri-food Canada (AAFC) has been formalized through the national Agricultural Policy Framework (APF) and implementation agreements. This underlines the significance of a strong relationship with the federal government to achieve positive outcomes for the sector. While other relationships are less formal, they are essential and involve federal and provincial agencies, local government, First Nations, regional authorities and industry associations.

Effective Crown land administration will be achieved through collaboration with industry, other provincial resource agencies, local government and First Nations.

For more information about the ministry and related organizations, see http://www.gov.bc.ca/al

Vision, Mission and Values

Vision

World class food, agriculture and Crown land management systems that contribute to the prosperity of all British Columbians.

Mission

For the benefit of British Columbians, we will:

- promote sustainable agriculture and food systems; and
- provide a balanced approach that promotes the sustainable use of Crown land resources.

Values

The ministry's values are consistent with and enhance government-wide corporate values. These value statements shape and guide development of our strategies, our decision-making and how the organization and its employees interact with clients and each other. The ministry strives to conduct its business in a manner that is:

Fair and Equitable: We build and maintain an effective spirit of teamwork and cooperation based on trust, integrity, flexibility and innovation. We value our diverse workforce and create a work environment that is welcoming and inclusive. We listen to each other and remain receptive to ideas regardless of their origin. We engage people at all levels of the ministry as we communicate our expectations and decisions. We balance personal and workplace expectations and strive to keep both in mind as we meet the demands of public service.

Responsible and Accountable: We emphasize responsible use of government resources and transparency in accounting for the use of those resources.

Service-oriented: We respond to the needs of the public, sector groups, communities and staff in a timely and courteous manner. We treat each other and those we serve with fairness, dignity and compassion.

Goal-oriented: We strive to improve our performance and recognize our progress. We encourage an entrepreneurial spirit by providing the tools for staff to make decisions to manage risks and achieve results.

Strategic Context

Opportunities and Challenges

Agriculture and Food Sectors

British Columbia's agriculture and food sectors are diverse. More than 200 commodities are produced on the land and some 30 species of fish, shellfish and marine plants are harvested or raised in B.C. waters. The food system is an important contributor to the B.C. economy, with nearly $23 billion in consumer sales and more than 282,000 jobs supported. In addition, the Province has over 2,400 food processing businesses as part of the food system.

Opportunities

Economic contribution: Agricultural activity occurs in every community in British Columbia, providing a stabilizing influence on local economies. The diversity of the agriculture and food sectors provides many opportunities for innovation, value-added processing and marketing, and growth at the local and provincial level.

Size and scale: The sector's small-sized food businesses in British Columbia enable the food system to be more responsive and adaptable to changes in the marketplace. Continued industry efforts to diversify into higher-value products and new niche markets, supported by government improving market access, is a strength of the B.C. industry.

Regulatory reform: The Province's shift to outcome-based regulations enables innovation and provides industry greater flexibility in responding to regulatory requirements that safeguard the public interest. New policy and governance mechanisms in the regulated marketing commodity sectors can assist with greater food safety, and increase flexibility and market responsiveness.

Challenges

Global markets for agricultural and food products are highly competitive: B.C.'s agriculture and seafood industries compete in international markets where competitors with similar or lower cost structures enjoy greater economies of scale and create downward pressures on food commodity prices. Some competitors, including those in Europe, the United States and Japan, receive large government subsidies. B.C.'s access to markets is limited by trade barriers and non-trade barriers, such as product quality requirements. The higher value of the Canadian dollar is expected to continue to have a detrimental impact on exports, particularly in B.C.'s export-dependent seafood and greenhouse horticulture industries.

Innovation within the agriculture and food sectors: In the long-term, productivity gains and competitiveness depend on continued investments in innovation in the agriculture and food sectors — areas where Canada and B.C. are losing ground. British Columbia and Canada's productivity and competitiveness in agriculture and food sectors has not grown in the last 10 years. In comparison, competitors such as the United States are seeing increases in productivity.

Extreme weather patterns and market prices increase the vulnerability of the sector: The agriculture and food industries are challenged by significant and unpredictable weather conditions, market situations and disease crises. These weather and market conditions can lead to instability for farmers and processors. This can affect investment decisions at the farm level and may affect sector performance in the long-run.

Environmental values must be balanced with economic viability: Public concern about the environment (and increasingly animal welfare) is high, and industry growth must be managed in an environmentally sustainable way. With the highest ratio of livestock-to-land base in Canada, manure volumes are putting environmental pressure on Fraser Valley farms, and British Columbia has included livestock methane emissions as part of its climate change strategy.

The urban/agriculture divide: British Columbia is a leader in economic growth and remains a desired location for businesses and people. As populations grow, many B.C. cities and towns are encroaching upon areas that were once predominantly rural and agricultural in nature. This places greater pressure on the agriculture and food sectors — especially in areas where urban centres have developed next to intensive agricultural operations.

Consumer concerns about food safety and quality: The safety and quality of food and water, and in border security, continue to have a high profile. This increases the challenge to the food and agriculture industries to provide assurance that products meet recognized safety standards. The implementation of systems for standards, certification and product tracking/tracing is costly and time-consuming, and rarely results in increased returns to the producers.

Governments are key partners in building a prosperous economy: There is extensive overlap in jurisdiction and interests among all orders of government. Effective relations with the federal government, other provinces, First Nations and local governments are an ongoing challenge, and are essential to achieving B.C.'s food and agriculture sectors interests. In addition, amendment to the multilateral Agricultural Policy Framework can create fiscal pressures on the ministry relating to national programs.

Crown Land Sector

British Columbia's natural resource wealth is globally significant and its contribution to the economic, environmental and social well-being of the Province is profound. The vast majority of the land base (94 per cent of the provincial land area) and associated resources remain under Crown ownership. The Province has a responsibility to provide leadership and direction in the administration and allocation of Crown land to ensure sustainable use for the benefit of all citizens.

Opportunities

A leader in sustainability: British Columbia has an opportunity to demonstrate world leadership in sustainable resource use. Since the vast majority of B.C.'s resource wealth is a publicly owned asset, the Province has the explicit responsibility to manage it in the interests of today's citizens and for the benefit of future generations.

First Nations: The Supreme Court of Canada decisions concerning First Nations consultation and accommodation have had a major influence on the ministry and the Province. It is increasingly clear that B.C.'s prosperity and success requires productive, respectful relationships. This represents a major opportunity for all British Columbians. In this regard, the Province has renewed its commitment to strengthening its relationship with First Nations through improved consultation and accommodation, and by actively promoting economic opportunities.

Integrated policy framework for land use policy: The new Crown Land Administration Division, within the Ministry of Agriculture and Lands, provides British Columbia the opportunity to build an integrated, responsive and strategic Crown Land Allocation Framework that will help the Province ensure it receives optimum value from Crown land. A critical aspect of developing the framework is to ensure it is fair and considers the needs of communities, First Nations and all economic sectors whose businesses depend on secure access to Crown land and resources.

Challenges

Ensuring sustainable benefits to British Columbians: Advancing the public interest in Crown land management and allocation necessitates a balance of environmental, social and economic values and objectives. Decision support tools must be updated and kept current in a dynamic and ever-changing provincial, global and social/economic context.

Investment climate: Continued investment in the B.C. economy and the creation of sustainable jobs requires investor confidence. Security of access to Crown resources and timely planning and tenuring services are two key issues that currently affect investor confidence.

Contaminated sites: British Columbians have inherited a legacy of provincial contaminated sites from a time when resource practices and environmental regulations were vastly different. Today, there is clear leadership and a coordinated policy on managing and remediating contaminated sites on provincial lands. Inventorying these sites, developing better information about them and remediation to mitigate environmental and human health risks remains a challenge.

Core Business Areas

Services and programs delivered by the ministry are divided into five core business areas:

1. Food Industry Development

Food Industry Development is responsible for working in partnership with industry to support and undertake research and innovation initiatives; collecting, advising and disseminating information on issues affecting the establishment, production, marketing, and business management of the agriculture, aquaculture and food sectors; providing for youth development programs to facilitate leadership in the agriculture and food industry; and promoting public awareness and support of the agriculture and food industries.

This area is also responsible for animal and aquatic surveillance and diagnostic services to prevent economic losses and to support public health; and for initiating, planning and coordinating province-wide land and water policies and programs regarding environmental farm management. In addition, this area works in partnership with industry, local governments and others to plan, address and resolve local land use planning and management opportunities and challenges. (157 FTEs, net operating budget $16.4 million)

2. Agriculture and Aquaculture Management

Agriculture and Aquaculture Management provides policy and legislation leadership for the agriculture, food and aquaculture sectors. This business area is responsible for developing direction for the sectors through an Agriculture Plan and an Aquaculture Strategy for British Columbia, providing strategic support to the regulated marketing system and strengthening the Federal-Provincial relationship. It supports the Agricultural Policy Framework (APF) agreement, the vehicle through which the federal government and the province cost-share agriculture programs.

This business area coordinates invasive plant management and promotes communication and understanding of farming within local government and communities. Agriculture and Aquaculture Management is the lead for licensing, compliance and enforcement of aquaculture and livestock. In addition, it manages plant health and diagnostics, food safety and quality initiatives including science-based approaches to monitoring and product tracking (traceability) throughout the food production system and ensures food production systems support public health. This business area is also responsible for reducing the regulatory burden and barriers to international and inter-provincial trade. (83 FTEs, net operating budget $8.5 million)

3. Risk Management

Risk Management provides services and products that help to stabilize farm businesses when faced with severe weather, economic or other impacts that could otherwise put them out of business through products such as the Canadian Agricultural Income Stabilization Program (CAIS) and Production Insurance. (35 FTEs, net operating budget $27 million)

4. Crown Land Administration

This core business provides leadership across government for Crown land administration, including responsibility for development of a strategic Crown Land Allocation Framework and operational policy and procedures consistent with this framework. The development of tenure documents and planning tools, and completion of economic analyses are other areas of responsibility for this business area. In addition, the ministry provides leadership in the management of B.C.'s contaminated sites program by coordinating the identification and remediation of priority sites that are the responsibility of the Province. (146 FTEs, net operating budget $36.2 million)

5. Executive and Support Services[1]

Executive and Support Services includes the Minister's and Deputy Minister's offices, and the operational budget for the Corporate Services Division. (10 FTEs, net operating budget $8.4 million)

Expenditures and FTEs allocated to each of these business areas are identified in the Resource Summary section, which follows.

[1] Corporate Services Division (CSD), a component of Executive and Support Services, provides financial support, human resources, performance strategies and records management services for the Ministry of Agriculture and Lands, Integrated Land Management Bureau and Ministry of Environment, as well as the Agricultural Land Commission and the Environmental Assessment Office. The Ministry of Environment records CSD FTEs and recovers the full cost of services provided.

Resource Summary — Ministry of Agriculture and Lands

The Resource Summary outlines the estimated expenditures by core business area. The summary includes all expenditures for the Ministry of Agriculture and Lands, Integrated Land Management Bureau and the Agricultural Land Commission. The ALC has its own service plan containing a separate resource summary; ILMB's resource summary is included in Part B of this plan.

Core Business Areas	2005/06 Restated Estimates[1]	2006/07 Estimates	2007/08 Plan	2008/09 Plan
Operating Expenses ($000)				
Food Industry Development	11,586	16,389	17,390	21,240
Agriculture and Aquaculture Management	8,562	8,478	8,478	8,478
Risk Management (includes Special Account)	29,679	26,957	26,958	35,108
Crown Land Administration	30,001	36,171	37,170	37,120
Executive and Support Services[2]	8,848	8,373	8,373	8,373
Sub-Total	**88,676**	**96,368**	**98,369**	**110,319**
Agricultural Land Commission	2,068	2,108	2,104	2,104
Integrated Land Management Bureau	52,832	58,984	58,469	51,599
Crown Land Special Account	141,820	69,037	71,037	46,037
Ministry Total	**285,396**	**226,497**	**229,979**	**210,059**
Full-time Equivalents (Direct FTEs)				
Food Industry Development	155	157	157	157
Agriculture and Aquaculture Management	85	83	83	83
Risk Management	35	35	35	35
Crown Land Administration	98	146	146	147
Executive and Support Services[2]	21	10	10	10
Total	**394**	**431**	**431**	**432**
Agricultural Land Commission	21	22	22	22
Integrated Land Management Bureau	248	347	349	349
Crown Land Special Account	—	—	—	—
Ministry Total	**663**	**800**	**802**	**803**

Core Business Areas	2005/06 Restated Estimates[1]	2006/07 Estimates	2007/08 Plan	2008/09 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Food Industry Development	1,180	888	888	888
Agriculture and Aquaculture Management	485	437	437	437
Risk Management	170	168	168	168
Crown Land Administration	65	420	142	61
Executive and Support Services[2]	98	87	87	88
Total	**1,998**	**2,000**	**1,722**	**1,642**
Agricultural Land Commission	15	15	5	5
Integrated Land Management Bureau	10,937	8,762	7,640	7,054
Crown Land Special Account	—	—	—	—
Ministry Total	**12,950**	**10,777**	**9,367**	**8,701**
Other Financing Transactions ($000)				
Food Industry Development: *Agriculture Credit Act* — Receipts	629	518	471	344
Crown Land Special Account: *Crown Land Special Account* — Receipts	144	100	70	70
Total Receipts	**773**	**618**	**541**	**414**
Crown Land Administration[3] — Disbursements	0	8,250	8,250	8,250
Total Disbursements	**0**	**8,250**	**8,250**	**8,250**
Total Net Cash Source, (Requirement)	**773**	**(7,632)**	**(7,709)**	**(7,836)**

[1] These amounts have been restated for comparative purposes only, to be consistent with the presentation of the 2006/07 *Estimates*. Schedule A of the 2006/07 *Estimates* presents a detailed reconciliation.

[2] Corporate Services staff numbers (FTEs) that support the Ministry of Agriculture and Lands, Integrated Land Management Bureau, Agricultural Land Commission, Ministry of Environment and the Environmental Assessment Office are all shown under the Ministry of Environment (280 FTEs). The net operating budget for corporate services covers only the costs of the Ministry Operations Vote. (The corporate services budget for the Integrated Land Management Bureau is included in the total and shown in detail in Part B of this service plan).

[3] Crown Land Administration Other Financing Transactions include the disbursements related to expenses incurred in this fiscal year for development of land for future sale or tenure.

Goals, Objectives, Strategies and Results

Overview

The ministry's plan is organized around four goals:

1. Competitive, world class agriculture and food sectors;
2. Agriculture and food systems that are environmentally sustainable and promote human, plant and animal health;
3. Coordinated Crown land administration and allocation that optimizes the flow of sustainable benefits for British Columbia; and
4. A centre of excellence promoting sustainability through the management and remediation of contaminated sites that are the responsibility of the Province.

Each goal, supporting objectives, strategies, performance measures and targets further describe the commitments and priorities of the ministry over the next three years.

Linkage to the Five Great Goals

The following section sets out ministry activities that contribute to Government's Five Great Goals for a Golden Decade. The work of the ministry significantly contributes to Goals 4 and 5, focusing on sustainable environmental management and job creation, and also contributes to the achievement of Goals 1 and 2, committed to improving literacy and public health.

Goal 1: *Make British Columbia the best-educated, most literate jurisdiction on the continent.*

Maintaining a vibrant and prosperous agricultural sector depends on its ability to respond, adapt and innovate. Knowledge and information is increasingly viewed as a driver of productivity and economic growth.

Key Activities:

- lead all resource ministries in the development of the Grade 11 agriculture curriculum and course materials for all schools in British Columbia, including providing in-school nutritional information through the B.C. School Fruit and Vegetable Snack Program;
- work with industry to establish a "Provincial Agricultural Fair" in British Columbia; and
- encourage research and development and partnerships between industry, research facilities and universities.

Goal 2: *Lead the way in North America in healthy living and physical fitness.*

The ministry supports healthy living and is keenly focused on ensuring food production systems deliver safe and healthy food.

Key Activities:

- support the B.C. School Fruit and Vegetable Snack Program targeting elementary school students;
- improve biosecurity measures on poultry farms to prevent the introduction or spread of the Avian Influenza virus;
- support Avian Influenza and Bovine Spongiform Encephalopathy (BSE) strategic recovery initiatives; and
- in cooperation with the Ministry of Health and industry, implement a comprehensive food strategy for the farm and processing sectors for managing and responding to infectious and disease agents.

Goal 4: *Lead the world in sustainable environmental management, with the best air and water quality and the best fisheries management, bar none.*

A clean, sustainable environment is the foundation for long-term prosperity. The ministry is committed to leading-edge, sustainable environmental practices in the agriculture and food sectors, and a balanced approach to Crown land use.

Key Activities:

- develop a Crown Land Allocation Framework for pricing and allocating Crown land that supports environmental stewardship;
- lead the inter-ministry strategy, through an inter-ministerial committee for mitigating the negative impacts associated with spread of invasive plants;
- inventory and remediate contaminated sites using a risk-based approach;
- provide leadership in coordinating government's response for managing the West Nile virus on Crown land;
- facilitate transition to new provincial and federal regulations related to waste disposal in the meat industry;
- ensure the use of best practices in the agriculture and aquaculture sectors through research extension and industry communications;
- support development of a Provincial Water Strategy and lead the Okanagan Basin Agriculture Water Use Project;
- collaborate with Ministry of Health on the Meat Industry Enhancement Strategy which enhances B.C.'s meat processing capacity and supports development of new markets; and
- strengthen links between the farm community, municipal governments and the Province through the Strengthening Farming Program, and by providing planning and bylaw development support to local governments.

Goal 5: *Create more jobs per capita than anywhere else in Canada.*

The ministry balances environmental objectives with job creation by strengthening the competitiveness and profitability of the agriculture and food sectors locally and globally, and by implementing a Crown land use system that promotes a balanced approach to achieving economic objectives.

Key Activities:

- develop and implement an agriculture plan to increase profitability, investment, research and development and access to Crown land for expansion of the agriculture sector;
- build on existing and new economic diversification through the First Nations Agriculture Development program which promotes crop and livestock enterprise development;
- reduce regulatory and trade barriers and those barriers associated with the urban/ agricultural divide;
- implement the Wines of Marked Quality Regulation, provincial quality standard for 100 per cent B.C. grape wine production, to support the continued growth of the wine industry;
- strengthen the competitive position of the greenhouse sector through research and extension to increase access to alternative fuel sources such as co-generation, bio-mass and bio-fuels, in an economical and environmentally sustainable manner;
- identify opportunities to increase private-sector participation in the remediation of contaminated sites and subsequent development; and
- develop a Crown Land Allocation Framework that will improve decision-making for pricing and allocating Crown land supporting economic growth.

Cross Ministry Initiatives

The Province has identified priorities that will require collaborative efforts across all of government. The Ministry of Agriculture and Lands is involved in several of these initiatives. The government-wide initiatives and the ministry's contribution are listed below.

Mountain Pine Beetle: *Combat the Mountain Pine Beetle and its destructive effects on communities, and resource and environmental values.*

Key Ministry Activities:

- identify and promote agriculture development opportunities in the Province's management of the Mountain Pine Beetle.

2010 Olympic and Paralympic Winter Games: *Showcase the province on a global basis, celebrate provincial accomplishments and create lasting economic opportunities for B.C.*

Key Ministry Activities:

- ensure the agriculture and food industries can take advantage of 2010 opportunities through the Industry Opportunities Fund at B.C. Investment Agriculture Foundation;

- begin operation of the Britannia Mine Water Treatment Plant P3 project; and
- complete remediation of the Britannia Mine and continue environmental monitoring.

Asia-Pacific Strategy: *A strengthened Asia-Pacific gateway that creates economic opportunities and improves economic performance.*

Key Ministry Activities:

- as the designated lead ministry for international trade and investment for the agriculture, food and aquaculture sectors, ensure and support coordination of industry's access to information across these sectors.

First Nations: *A more inclusive and prosperous future for all British Columbians and a new relationship to deal with Aboriginal concerns based on openness, transparency and collaboration.*

Key Ministry Activities:

- develop new approaches to First Nations consultation and accommodation activities on Crown land to enhance relationship building and increase economic development opportunities; and
- administer Crown land and aquaculture tenures in ways that more effectively address the interests of First Nations.

ActNow BC: *Support British Columbians in making healthy food choices.*

Key Ministry Activities:

- champion the School Fruit and Vegetable Snack Pilot Program which promotes healthy food choices at the elementary school level;
- support the Healthy Dining Program based on the Heart and Stroke Foundation's "Health Check" program, designating healthy meals on restaurant menus;
- support the Agri-food Partners in Healthy Eating Alliance, which encourages the agri-food industry to promote healthy eating by increasing the quantity and availability of healthy foods throughout the Province, thereby making "the healthy choice the easy choice" for British Columbians;
- support the First Nations Community Food Systems for Healthy Living project which will introduce community gardens/kitchens in twelve First Nation communities;
- reinforce healthy eating in Aboriginal children and youth through the Healthy Aboriginal Food Literacy project; and
- support local branding.

Invasive Plant Management: *Combat the increase in the invasive plant population on Crown land.*

Key Ministry Activities:

- lead coordination of provincial priorities, initiatives and action plans to eradicate and contain invasive plants on Crown lands.

Performance Plan

Goal 1: *Competitive, world class agriculture and food sectors.*

Long-term competitiveness on the world stage is critical to prosperity in British Columbia's agriculture and food sectors. Competitiveness and profitability are affected by many factors, including technology that can reduce costs or enhance quality, a complex regulatory environment, trade-related barriers and market preferences. In addition, economic policy, industry/company infrastructure and associated growth strategies can also influence competitiveness. The ministry acts strategically to positively influence these factors and create the conditions for prosperity in the agriculture and food sectors.

Performance Measure:

Dollar value of industry investment: This measure is an economic indicator of the previous year's business climate and is used to track the value of new investment in labour and capital. It is used as a measure of competitiveness because it provides an overall measure of investor confidence in the sector and therefore incorporates other economic indicators and factors that influence competitiveness, such as growth in Gross Domestic Product, interest rates, inflation and consumer spending and confidence.

Performance Measure	2005/06 Actual/Base	2006/07 Target	2007/08 Target	2008/09 Target
1-1. Dollar value of industry investment	Agriculture: $209.7 million[1,2] Food and Beverage Manufacturing: $159.4 million[1,2]	Growth above a 3-year moving average	Growth above a 3-year moving average	Growth above a 3-year moving average

[1] Does not include aquaculture (statistics not collected currently).
[2] Source: BC Stats. Base value as at March 2005. 2005/06 base value available March 2006.

Objective 1: *Strengthened innovation within the agriculture and food sectors.*

Long-term competitiveness in the agriculture and food sectors requires continued innovation across agriculture and food sector value chains. The ministry is committed to investing in activities that will enhance economic development and environmental sustainability in the agriculture and food industries.

Core Business Area: *Agriculture and Aquaculture Management; Food Industry Development.*

Key Strategies:

- identify and promote agriculture development opportunities in the Province's management of the Mountain Pine Beetle;
- develop new technology and facilitate research to support a sustainable finfish and shellfish aquaculture strategy;
- develop an Agriculture Plan by 2007 building on opportunities for innovation and investment vehicles, niche markets and value chains; and
- partner with industry, research institutions and other government agencies to develop a research innovation and extension system that addresses gaps across the agriculture and food supply chains.

Performance Measure:

Dollar value of ministry investment in R&D and in related scientific activities (RSA): This measure assesses direct and indirect (FTE time) investment in the development and transfer of new knowledge — as well as innovations in products and processes in the agriculture and food sector in B.C. — which act as stimulants to industry growth, competitiveness and profitability.

Performance Measure	2005/06 Actual/Base	2006/07 Target	2007/08 Target	2008/09 Target
1-2. Dollar value of ministry investment in R&D and in related scientific activities (RSA)	$1.818 million [1,2]	Growth above a 3-year rolling average	Growth above a 3-year rolling average	Growth above a 3-year rolling average

[1] Source: Annual Report on Scientific Activities of the Government of British Columbia, Ministry of Competition, Science and Enterprise, Sept. 2004.
[2] 2003/04 estimate.

Objective 2: *Effective management of farm business and income risks.*

Weather hazards, natural disasters, diseases, pests and market declines pose significant risks to producers of agricultural products. These risks can cause losses and may lead to income instability in specific commodities. The ministry aims to create a stable platform for sector development providing a comprehensive approach to managing risk for farmers. Farmers who are unable to achieve positive net farm income have access through the ministry to renewal programs, which focus on shifting existing farm production to other sectors.

Core Business Area: *Risk Management.*

Key Strategies:

- promote effective management of income risks through the utilization of national programs — Canadian Agricultural Income Stabilization (CAIS) Program and Production Insurance — and other appropriate private-sector tools to manage income risks and facilitate industry planning and sustainability;
- continue wildlife damage compensation initiative to compensate land owners for impacts of wildlife;
- create partnerships with the private sector in the development and delivery of risk management programs; and
- continue to ensure program changes remain within fiscal capacity of Province.

Performance Measures:

Per cent of eligible crops insured under Production Insurance: The 70 per cent target represents the national standard for participation. This standard has been met and even exceeded in recent years. Participation is optional and each year farmers choose to participate or not. Production Insurance program structure has changed dramatically for 2006, grower costs for minimum coverage have increased by 80 per cent and the amount of coverage they receive in the minimum package has been reduced. This presents a significant challenge to maintain participation at the 70 per cent target. The performance measure tracks the percentage value of crops that are insured under Production Insurance. Production Insurance helps producers manage production-related risks by protecting them from losses related to the production of specific commodities or crops.

Per cent of B.C. farm cash receipts covered by CAIS Program (excluding supply-managed commodities): The performance measure tracks the percentage of farm cash receipts of B.C. participants in the CAIS Program. The CAIS Program provides protection for overall income losses not covered by Production Insurance, for example income losses related to factors such as increases in input costs or sudden price declines. The 85 per cent target represents the national standard for the minimum level of coverage to minimize risks of ad hoc demands.

Performance Measures	2005/06 Actual/Base	2006/07 Target	2007/08 Target	2008/09 Target
1-3. Per cent of eligible crops insured under Production Insurance	76%[1]	70%[1]	70%[1]	70%[1]
1-4. Per cent of B.C. farm cash receipts covered by CAIS Program (excluding supply-managed commodities)	80%	85%	85%	85%

[1] Excludes forage.

Objective 3: *Enhanced international reputation for the quality of B.C. products and improved market access.*

The majority of B.C.'s agriculture and food sector products are destined for international markets that are highly competitive and where there are continued threats to market access, e.g., non-trade barriers. Access to markets and increased consumer demand for B.C. grown products are essential for growth. The ministry is working with the federal government to address trade-related issues and is working with industry to establish standards of quality that are internationally recognized.

Core Business Area: *Agriculture and Aquaculture Management; Food Industry Development.*

Key Strategies:

- support the agriculture, food, seafood and aquaculture component of the Province's Asia-Pacific and International Trade and Investment to 2010 strategies;
- work with the federal government through collective national discussions to obtain real improvements in market access for all commodities in the World Trade Organization agriculture negotiations;
- develop systems for livestock traceability to include a mandatory age verification component by 2007; and
- facilitate industry development and adoption of food and agriculture quality programs, such as the Wines of Marked Quality Regulation, that enable B.C. to access domestic and global markets that recognize quality standards.

Performance Measure:

Dollar value of international exports in agriculture and food sectors: Performance is measured by monitoring the annual growth in the value of B.C.'s agriculture and food international exports.

Performance Measure	2005/06 Actual/Base	2006/07 Target	2007/08 Target	2008/09 Target
1-5. Dollar value of international exports in agriculture and food sectors	$2.609 billion[1,2]	4% growth	4% growth	4% growth

[1] Source: B.C. Stats, Ministry of Labour and Citizens' Services.

[2] Base value is 2004/05 out-of-country export ($), which is the most recent fiscal or calendar year data available (2005/06 available Feb. 2006).

Objective 4: *British Columbians value and support agriculture.*

Agricultural activity occurs within communities and depends on good relations with local government and community members. As populations grow, many B.C. cities and towns are encroaching upon areas that were once predominantly rural and agricultural in nature, placing greater pressure on agricultural operations and negatively impacting agricultural growth. These pressures can be reflected in local and provincial policies and regulations. The ministry aims to create a positive environment by working with local communities and governments, and other provincial agencies to address key issues of concern and build a greater awareness of the value and contributions that agriculture makes to the local economy.

Core Business Area: *Agriculture and Aquaculture Management; Food Industry Development.*

Key Strategies:

- identify and act on opportunities to increase community awareness and acceptance of agriculture to bridge the urban/agriculture divide (e.g., Provincial Agricultural Fairs and 4-H);
- work with local government to enhance the contribution that agriculture makes to the community and the Province; and
- support the formation and operation of local agricultural advisory committees, and develop a working relationship with the Union of B.C. Municipalities to improve awareness of agriculture sector needs.

Performance Measure:

Number of agricultural advisory committees: With only 1.6 per cent of British Columbians living on farms, it has become increasingly important for local governments to find ways to keep in touch with their farm and ranch communities, and facilitate support for the agriculture sector. There are 49 regional districts and municipalities in British Columbia with significant agricultural lands. The measure provides an overall indicator of capacity of the farm community's ability to address and influence issues that affect agriculture. Agricultural advisory committees (AAC) build agricultural awareness and contribute to a supportive environment for both industry and local communities. AAC's lead development of the local Agricultural Area Plan, which includes the planning for farm and residential borders, environmental and other farm practices, and waste management. In addition, AAC's support the development of agricultural economic strategies and agri-tourism policies.

Performance Measure	2005/06 Actual/Base	2006/07 Target	2007/08 Target	2008/09 Target
1-6. Number of agricultural advisory committees	24[1]	26	27	28

[1] Source: Ministry of Agriculture and Lands.

Goal 2: *Agriculture and food systems that are environmentally sustainable and promote human, plant and animal health.*

British Columbians continue to demand that government ensure food production systems support public health and environmental goals. The Province also has a global responsibility in this regard. Increasingly market access, profitability and growth within the agriculture and food sectors depend on continued consumer confidence and environmental sustainability. British Columbia is committed to growing its reputation as a world leader and community partner by maintaining world class practices.

Objective 1: *Effective management of environmental risks.*

Responsible production and environmental protection are key to the Province's food and agriculture sectors. They assist to maintain long-term sustainability as well as community and consumer confidence in food safety and quality.

Core Business Area: *Agriculture and Aquaculture Management; Food Industry Development.*

Key Strategies:

- promote the development and use of environmental farm plans and best management practices;
- contribute to provincial environmental strategies such as clean air, water and invasive plants; and
- continue to update B.C.'s standards, policies and regulations to improve environmental performance of the agriculture and food industries through analysis of environmental quality, and evaluation of current practices as required.

Performance Measures:

Per cent compliance with best management practice plans on finfish farms: 100 per cent of finfish operators have completed and implemented the plan as regulated by the *Fisheries Act* for each of their marine finfish aquaculture facilities. The intent of the plan is to prevent finfish escapes and to provide better assurance that operators will meet environmental sustainability objectives. The measure provides an indication of the level of compliance between finfish operations and their plan.

Number of farms with Environmental Farm Plans: Farms and ranches are exempt from licencing under the *Environmental Management Act*, provided that they adopt and utilize best management practices. Environmental Farm Plans (EFP's) are an indicator of the sector's desire to employ best management practices. The plans are optional, but are a requirement for farmers to receive financial assistance to implement practices in support of best management practices. The targets have been adjusted to reflect the delay in program

launch, and the impact of other events such as Bovine Spongiform Encephalopathy (BSE) and Avian Influenza (AI). BSE and AI have had a major economic impact on the sectors, impairing their ability to finance the EFP's and farming practice improvements in support of their plans. Progress towards this objective is measured by the rate of adoption of EFP's by farm businesses.

Performance Measures	2005/06 Actual/Base	2006/07 Target	2007/08 Target	2008/09 Target
2-1. Per cent compliance with best management practice plans on finfish farms	90% of sites in full compliance with BMPs[1]	95% of sites	100% of sites	100% of sites
2-2. Number of farms with environmental farm plans[2,3]	364 farms with completed farm plans[4,5]	800	1200	1400[6]
	72 farms plans implemented[4,5]	200	300	350[6]

[1] Source: Ministry of Agriculture and Lands database.
[2] There are approximately 9,000 farms in B.C. with sales greater than $10,000.
[3] EFPs build on a farmer's understanding of agriculturally related environmental regulations and farm management practices that enhance environmental values. It is a form of risk assessment and liability management that also enables farmers to access incentive-based program funding.
[4] Adoption of EFPs can include both completion and implementation of a plan. An EFP is considered implemented when the farm has addressed all regulatory non-compliance issues identified in the plan. The plan is considered completed when both the risk assessment and the action plan have been completed, and it has been signed-off by a recognized planning advisor.
[5] Source: BC Agriculture Council.
[6] The current agreement with the federal government ends March 2008. Targets for 2008/09 assume that a subsequent agreement to continue with the EFP program will be signed.

Objective 2: *Effective management of plant, animal and food safety risks.*

The ministry is committed to minimizing the risks associated with B.C.'s food production systems, particularly as it relates to the early identification and response to diseases, pests and other environmental contaminants. Achieving this objective contributes to the broader public health and safety goal of government.

Core Business Area: *Agriculture and Aquaculture Management; Food Industry Development.*

Key Strategies:

- improve the ministry's capacity to respond to disease-causing agents and invasive weeds and pests affecting agriculture and food industries;
- enhance federal, provincial, First Nations and local cross-government integration to manage plant, fish, animal and human health risks;

- work with all levels of government and industry to apply lessons learned from response to foreign animal disease outbreaks (e.g., Avian influenza and Bovine Spongiform Encephalopathy) to improve bio-security measures that will reduce future potential outbreaks and improve response in future;
- develop a strategy for partners in the eating healthy component of ActNow BC and provide direction for food policy; and
- facilitate the development of national tracking and traceability systems for food and agriculture.

Performance Measure:

Number of commodity groups implementing a national on-farm food safety and quality program: Performance in relation to this objective is measured by examining progress in the implementation of national on-farm food safety and quality programs. The Canada-British Columbia Agricultural Policy Framework provides funding to support on farm food and safety and continued improvement by risk analysis and mitigation in food production system practices through implementation of national food safety and quality programs. These programs will provide additional assurance that B.C.'s food production systems remain safe, and higher quality standards will increase access to markets.

Performance Measure	2005/06 Actual/Base	2006/07 Target	2007/08 Target	2008/09 Target
2-3. Number of commodity groups implementing a national on-farm food safety and quality program[1]	5 commodity groups[2]	7 commodity groups[3]	10 commodity groups[3]	12 commodity groups[3]

[1] Currently there are 19 national programs in various stages. Six programs have passed technical review and are ready for implementation, and 13 are under development. Of the six that have passed technical review, three are now in the implementation stages in B.C.

[2] Source: Ministry of Agriculture and Lands, and Canadian Food Inspection Agency.

[3] Targets are cumulative.

Goal 3: *Coordinated Crown land administration and allocation that optimizes the flow of sustainable benefits for British Columbia.*

Crown land, and the associated resources and values it holds, has played a key role in the development of British Columbia and remains vital to the economic and social fabric of this Province. The overarching aim of the ministry is to ensure a balanced approach to Crown land use so that British Columbians, now and in the future, can enjoy a sustainable flow of economic, environmental and social benefits.

Core Business Area: *Crown Land Administration.*

Performance Measure:

An effective Crown Land Allocation Framework: The ministry has responsibility to review, develop and coordinate Crown land policy. The performance measure reflects the level of effort that will be required over the next three years to develop the framework, supporting operational policies and tools. Ultimately, the framework is intended to improve the quality of land allocation decisions in B.C. As it is implemented, the ministry will begin to monitor the effectiveness of this framework.

Performance Measure	2005/06 Actual/Base	2006/07 Target	2007/08 Target	2008/09 Target
3-1. An effective Crown land allocation framework	N/A	Completion of policy analysis	TBD	TBD

Objective 1: *Crown land use and allocation policy that reflects the provincial interest.*

The ministry has lead responsibility for developing a Crown Land Allocation Framework to enhance coordination of Crown land allocation across the Province. Strategic policy and tools to support decision-making provide the overarching framework for Crown land allocation. Operational policy and support for Crown land adjudication and tenure administration is needed to ensure effective implementation of strategic policy within the framework. Partnerships with other agencies will help ensure the policy framework works well and improves the ability of the Province to balance interests in a way that leads to optimal use of Crown land and resources in support of the Government's Five Great Goals.

Key Strategies:

- develop strategic policy, including a review of the current range of tenures and operational and pricing policies, and analysis tools that enable optimal use and allocation of Crown land;
- develop and implement a collaborative and effective partnership with ILMB and other ministries for coordinated administration of Crown land in British Columbia;
- lead coordination of natural resource agencies' response on Crown lands in managing and controlling West Nile virus;
- revise consultation and accommodation guidelines to reflect the Province's emerging new relationship with First Nations, and encourage greater economic opportunities for the Province from the use of Crown land; and
- integrate compliance and enforcement policy and operational audit procedures into the Crown land allocation framework.

Objective 2: *Crown land disposition that reflects the provincial interest.*

Crown land disposition can be a catalyst for community and economic development for First Nations, communities across B.C. and the private sector. It is critical that decisions are balanced and consistent with the strategic Crown Land Allocation Framework, and within provincial interest.

Key Strategies:

- disposition of Crown land that is consistent with the Crown Land Allocation Framework; and
- identify opportunities to work effectively with other provincial ministries, communities, First Nations and the private sector to accommodate their interests through the disposition of Crown lands.

Goal 4: *A centre of excellence promoting sustainability through the management and remediation of contaminated sites that are the responsibility of the Province.*

The ministry has lead responsibility for fostering a cross-government approach that coordinates the identification of contaminated sites and a priority-based approach to remediation of these sites. This approach is the first step in achieving a centre of excellence within the ministry, and enables agencies to collaborate on long-term initiatives relating to contaminated sites.

Core Business Area: *Crown Land Administration.*

Objective 1: *Contaminated sites that are the responsibility of the Province are managed to eliminate human health risks, enhance environmental sustainability and foster economic development.*

Remediation of contaminated sites ensures that environmental and public health goals are met, and also promotes continued economic development. The determination of priority sites is evidence-based and considers the level of risk to human health, the environment and potential benefits associated with the future use of a remediated site.

Key Strategies:

- inventory, prioritize, fund and manage known contaminated sites using a risk-based approach;
- coordinate funding requests and site remediation to address the Province's highest priority sites;
- direct remediation of significant priority contaminated sites such as Britannia Mine and Pacific Place;

- identify opportunities to increase private-sector participation in the remediation and development of contaminated sites; and
- develop a strategy to address sites that represent broad liabilities (e.g., legal, financial, public safety) for the Province but are not necessarily contaminated.

Performance Measure:

Number of priority sites for which remediation is underway/completed: The Provincial Contaminated Sites Committee assesses contaminated sites and determines priorities based on anticipated risks to human health and the environment. The indicator provides a measure of progress in remediating these priority sites. Remediation includes both clean-up of a contaminated site and the preceding investigative work. Site remediation can be a multi-year exercise, depending on the site size, complexity and regulatory requirements for clean-up.

Performance Measure	2005/06 Actual/Base	2006/07 Target	2007/08 Target	2008/09 Target
4-1. Number of priority sites for which remediation is underway/completed	9 underway/ completed [1]	17 underway/ completed [2]	25 underway/ completed [2]	33 underway/ completed [2]

[1] Source: Ministry database.
[2] Numbers are cumulative.

Ministry Performance Plan Summary

Five Great Goals

Goal 1: Make British Columbia the best-educated, most literate jurisdiction on the continent.
Goal 2: Lead the way in North America in healthy living and physical fitness.
Goal 3: Lead the world in sustainable environmental management, with the best air and water quality and the best fisheries management, bar none.
Goal 5: Create more jobs per capita than anywhere else in Canada.

Ministry Mission

For the benefit of British Columbians, we will:
Promote sustainable food and agriculture systems.
Provide a balanced approach that promotes the sustainable use of Crown land resources.

Ministry Goals	Ministry Objectives	Performance Measures
1. Competitive, world class agriculture and food sectors		$ value of industry investment
	1.1 Strengthened innovation within the agriculture and food sectors	$ value of ministry investment in R&D and related scientific initiatives (RSA)
	1.2 Effective management of farm business and income risks	Per cent of eligible crops insured under Production Insurance Per cent of B.C. farm cash receipts covered by CAIS Program (excluding supply-managed commodities)
	1.3 Enhanced international reputation for the quality of B.C. products and improved market access	$ value of international exports in agriculture and food sectors
	1.4 British Columbians value and support agriculture	Number of agricultural advisory commitees
2. Agriculture and food systems that are environmentally sustainable and promote human, plant and animal health	2.1 Effective management of environmental risks	Per cent compliance with best management practice plans on finfish farms Number of farms with environmental farm plans
	2.2. Effective management of plant, animal and food safety risks	Number of commodity groups implementing a national on-farm food safety and quality program
3. Coordinated Crown land administration and allocation that optimizes the flow of sustainable benefits for British Columbia		
	3.1 Crown land use and allocation policy that reflects the provincial interest	An effective Crown land allocation framework
	3.2 Crown land disposition that reflects the provincial interest	
4. A centre of excellence promoting sustainability through the management and remediation of contaminated sites that are the responsibility of the Province	4.1 Contaminated sites that are the responsibility of the Province are managed to eliminate human health risks, enhance environmental sustainability and foster economic development	Number of priority sites for which remediation is underway/completed

Ministry Performance Plan Summary

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Goal 1: Make British Columbia the best-educated, most literate jurisdiction on the continent.
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	1.3 Enhanced international reputation for the quality of B.C. products and improved market access	$ value of international exports in agriculture and food sectors
	1.4 British Columbians value and support agriculture	Number of agricultural advisory commitees
2. Agriculture and food systems that are environmentally sustainable and promote human, plant and animal health	2.1 Effective management of environmental risks	Per cent compliance with best management practice plans on finfish farms Number of farms with environmental farm plans
	2.2. Effective management of plant, animal and food safety risks	Number of commodity groups implementing a national on-farm food safety and quality program
3. Coordinated Crown land administration and allocation that optimizes the flow of sustainable benefits for British Columbia		
	3.1 Crown land use and allocation policy that reflects the provincial interest	An effective Crown land allocation framework
	3.2 Crown land disposition that reflects the provincial interest	
4. A centre of excellence promoting sustainability through the management and remediation of contaminated sites that are the responsibility of the Province	4.1 Contaminated sites that are the responsibility of the Province are managed to eliminate human health risks, enhance environmental sustainability and foster economic development	Number of priority sites for which remediation is underway/completed

Related Initiatives and Planning Processes

Regulatory Reform

The ministry will support the Government's Regulatory Reform initiatives by committing to further reducing regulatory requirements to reduce the regulatory burden and improving regulatory quality by:

- identifying at least one regulatory reform opportunity that will shift the ministry's regulations to be more citizen-centred, cost effective, results-based and responsive to our clients by reducing and/or streamlining the steps or business processes involved in complying with ministry regulations; and
- adhering to the regulatory criteria set out in the Regulatory Reform Policy, and targeting a zero per cent net increase in regulation through 2008/09.

Citizen-Centred Service Delivery

Key Initiative Underway in the Ministry of Agriculture and Lands

What Does it Do?	What Benefits Does it Provide?
InfoBasket — one-stop shop for agriculture and food information on the Internet. InfoBasket is organized into areas of interest called Communities (e.g., Apiculture or Beef). Each Community is comprised of folders, such as: Production and Processing; Business Management and Finance; Marketing and Trade; Regulations and Legislation; Directories and Contacts; and Statistics and Market Data. Within these folders producers can access documents specific to their agri-business needs. There are 25 Communities included in InfoBasket at present. An electronic survey is currently underway to identify the level of satisfaction with InfoBasket and where improvements can be made.	Improved client access to information sources from around the world, including governments, universities and research institutes.

What Does it Do?	What Benefits Does it Provide?
FrontCounter BC — Providing a single-point-of-contact service to businesses and individuals seeking information and authorizations for the use of Crown land and associated resources on behalf of provincial ministries and agencies.	In support of the government's Citizen-Centred Service Delivery FrontCounter BC initiative, the Ministry of Agriculture and Lands is working directly with the Integrated Land Management Bureau (ILMB) to support that agency's delivery of "single-point-of-contact" services in a number of regional centres for a number of natural resource ministries and agencies. The ministry's clients will be able to seek information and make application for the use of natural resources through the Bureau. In addition, the ministry is committed to making best efforts to achieve target adjudication times on applications.
Crown Land Allocation Framework — The ministry is leading development of a coordinated, cross ministry policy framework for Crown land allocation.	Consistent application of policy and a more streamlined approach to allocation of Crown land while protecting the provincial interest. The initiative helps to improve the quality and timeliness of allocation decisions and provides a more secure access to Crown resources.
Contaminated Sites — The ministry is leading development and implementation of an approach to managing contaminated sites that coordinates activities across all agencies with a responsibility for contaminated sites to ensure that highest-priority sites are remediated.	Citizen interests are protected by making sure that provincially significant sites are attended to first. Public health and safety, environmental sustainability and economic objectives are more effectively pursued.
The Canadian Agriculture Income Stabilization (CAIS) Program — CAIS is a complex program administered by the federal government. The ministry provides access for farmers to accountants and expert staff, as well as numerous seminars and presentations in all regions of the Province. Ministry experts are well versed in how CAIS functions for the unique and diverse mix of crops grown in B.C. They act as a resource to clients to troubleshoot problems, and to federal representatives to adapt procedures.	Clients receive program delivery better adapted to B.C. and misunderstandings are reduced resulting in decrease of lengthy and expensive appeal proceedings. Clients gain a better understanding of the program and avoid lengthy delays by avoiding errors in completion of forms.

What Does it Do?	What Benefits Does it Provide?
Production Insurance — The regular meetings are held with commodity associations and industry leaders to discuss the design of products, and the performance of the Production Insurance program. This is an integral part of policy formation. The ministry is expanding its website to include forms and contract wordings and an opportunity for clients to provide direct feedback to the ministry on Production Insurance. Plans are in place to offer alternate payment methods (credit, debit cards) for Production Insurance premiums.	Clients have a greater understanding of the program, a greater sense of ownership and confidence that their issues will be addressed. Clients have better access to forms and information and improved opportunity to provide feedback or express concerns directly. Clients have increased flexibility in how they pay, and opportunity for credit card financing and incentives.

Information Resources Management Plan

The ministry's Information Resource Management Plan overview is available at: http://www.agf.gov.bc.ca/ministry/planning/irmp.pdf.

Part B: Integrated Land Management Bureau

Bureau Overview

Purpose of the Bureau

The Integrated Land Management Bureau provides a range of services to the public and to other government agencies involved in utilizing and managing Crown land and natural resources.[2] The bureau assists businesses and individuals by: coordinating access to tenures, permits, licences, Crown land sales and grants; developing, implementing and revising land use plans; managing and providing resource information; and prioritizing and coordinating recovery planning for broad-ranging species-at-risk.

The bureau's role needs to be viewed in the context of two characteristics of lands and natural resources in British Columbia. Firstly, these lands and resources are major or sole contributors to the economic, social and environmental health of the province.[3] Secondly, 94 per cent of the province's land area is publicly owned, and its use and management is intertwined with the province's economy, history and social fabric.

In providing its services, the bureau plays a key role in improving access to these Crown lands and other natural resources in a way that furthers government's commitment to a strong economy, vibrant communities, environmental stewardship and the development of strong, mutually supportive relationships with First Nations.

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[2] Clients range from those seeking access for business, community, recreational or other reasons to those interested in the effective environmental stewardship of land and resources.

[3] The work of the bureau helps provide access to natural resources for six important sectors of our economy, which directly account for about 13 per cent of the province's GDP — forestry; tourism; mining; oil, gas and energy extraction; and agriculture and aquaculture. When secondary benefits to a range of sectors are included, the figure rises to 36 per cent of the GDP (2004 GDP figures at 1997 prices — Source: BC Stats). 41 per cent of communities outside of Greater Vancouver are dependant on natural resources for more than 30 per cent of their income. Source: BC Stats. B.C. is Canada's most biologically diverse province and is home to more than half of the wildlife and fish species living in the country. Source: B.C. Ministry of Forests and Range. For further comments and the detailed sources of these figures see http://ilmbwww.gov.bc.ca/ilmb/sp2006/ilmb_impact.html.

The bureau's services to the public are provided on behalf of numerous provincial ministries, five of which oversee the work of the bureau as an advisory board.[4] The bureau also provides corporate leadership and coordination on behalf of government regarding the sustainable use and management of natural resources. Established in 2005, the bureau is hosted by the Ministry of Agriculture and Lands.[5] The bureau's new FrontCounter BC service expands the range of natural resource authorizations handled by the former Land and Water BC[6] and integrates land use planning and the provision and analysis of land and resource information formerly delivered by the Ministry of Sustainable Resource Management. This consolidation of services at the regional level, part of a government-wide initiative to streamline service delivery, will improve effectiveness and efficiency by providing a "one-stop shop" for people and businesses requiring access to provincial natural resources. FrontCounter BC assists these clients and provides a single-window access point for about 80 different types of authorization applications concerning natural resources on behalf of the ministries and other agencies it serves.[7]

[4] The five ministries are: Agriculture and Lands; Energy, Mines and Petroleum Resources; Environment; Forests and Range; and Tourism, Sport and the Arts. The bureau also provides services on behalf of a number of other ministries and agencies, such as the Ministries of Transportation, Economic Development, and Aboriginal Relations and Reconciliation.

[5] The bureau is formally accountable in financial and performance terms to the Minister of Agriculture and Lands through the Ministry of Agriculture and Lands but operates relatively independently of the ministry.

[6] Land and Water BC's services were limited to Crown land and water use authorizations. The bureau helps coordinate applications and authorizations concerning use of other resources, including forests, minerals and energy, on behalf of the clients described in footnote 2.

[7] These ministries then review and make decisions on the applications. The bureau tracks the progress of applications and communicates the results to the client. In the case of applications for new and replacement land tenures under the *Land Act*, the bureau also adjudicates these applications on behalf of the Ministry of Agriculture and Lands.

Vision, Mission and Values

Vision

Resource planning and information, Crown land and FrontCounter BC services that are client focused, timely, coordinated, efficient, leading edge and transparent.

Mission

To create natural resource opportunities for British Columbians through the integrated delivery of natural resource authorizations, Crown land administration, planning and natural resource information services.

Values

Value	What it Means[1]
Client-centred Service	Providing responsive, timely, courteous, readily accessible and knowledgeable client services.
Integrity	Conducting business with our clients and colleagues in a manner that is consistent, professional, fair, transparent, balanced, honest and respectful.
Innovation	Continuously seeking and adopting better ways to provide government services for the benefit of British Columbians. Taking managed risks, adapting, learning and growing to deliver services and achieve planned results.
Accountability	Enhancing the efficiency, effectiveness and credibility of government by taking responsibility for measuring and monitoring our performance against commitments and targets, and communicating the results.

[1] It is important for the bureau to demonstrate these values in an observable, measureable way supported by bureau management. Bureau staff will be engaged in identifying these activities during 2006/07.

Strategic Context

Three factors are anticipated as key drivers for the bureau over the next three years:

- the need for provincial ministries and agencies to act corporately to achieve government goals, including economic development that is balanced with sustainable environmental management. The bureau, along with many provincial government agencies, is engaged in the achievement of a number of cross-government priorities, such as preparing for the 2010 Olympic and Paralympic Winter Games and responding corporately to the Mountain Pine Beetle epidemic;
- continued high North American and international market demands for natural resources, particularly energy resources, resulting in requests to the bureau to facilitate access to a wide range of natural resources and to plan for, and allocate, Crown land to meet the needs of communities, First Nations and economic development; and
- government's commitment to implementing a New Relationship with First Nations, which will provide opportunities to improve the well-being of First Nations and non-First Nations alike in British Columbia.

Opportunities and Challenges

These key drivers present the bureau with a number of opportunities and challenges in each of its core businesses. Strategies to exploit these opportunities and manage the challenges are described under the section on Goals, Objectives, Strategies and Results (p. 46).

Regional Client Services

Opportunities

Clients seeking access to provincial natural resources have indicated a need for a "single-point-of-contact" to ensure full disclosure of the process, steps and costs they face in order to reduce runaround times between agencies and to streamline and integrate application processes. Different clients require different service channels, however (face-to-face, phone, fax, e-mail, web and mail). Interviews with representatives of related government organizations in other jurisdictions have also identified clear benefits from such single-point-of-contact services (SPCS) and cross-government integration to both clients and government.[8]

[8] Identified benefits to government included an enhanced "business friendly" reputation; streamlined measures that reduce government costs and frustrations; reduced time that regulatory agencies have to spend responding to general enquiries; and economies of scale and scope from clients being assisted by FrontCounter BC staff who are experienced in translating technical information into plain language.

The bureau's FrontCounter BC offices will result in:

- reduced duplication of information requests;
- full disclosure of requirements, process steps and costs, and hence better informed applicants;
- reduced duplication of government efforts;
- higher levels of satisfaction with government agencies dealing with natural resources;
- better resource-use proposals from clients;
- better access to, and use of, existing public resource data and information; and
- more timely resource-use decisions resulting in greater certainty for investors.

Challenges

The principal challenge will be in developing and maintaining coordination of client-centred service with sponsoring ministries including staff training, supporting information technology and work processes.

Land and Resource Management Planning

Opportunities

The completion and implementation of strategic land and resource management plans continue to be of strong interest to First Nations, industry sectors, businesses and individuals desiring certainty of access to natural resources and/or to protect the environmental values of specific areas. Regional stakeholder planning tables have concluded their work on six strategic-level plans: Lillooet, Central Coast, North Coast, Morice, Sea-to-Sky and Haida Gwaii/Queen Charlotte Islands. All of these plans are at the provincial government-to-First Nation ("government-to-government") discussion stage. They have not yet been approved for implementation by government.

Government has also directed resources to the review of existing approved strategic land and resource management and regional land use plans as a consequence of Mountain Pine Beetle infestations, requests from First Nations or relating to development of recovery plans for broad-ranging species-at-risk.

Challenges

Desired completion timelines for strategic land and resource management plans are likely to be significantly impacted by advancement of the New Relationship with First Nations. The rate at which existing government-approved plans are reviewed and amended will also be limited by available resources.

Species-at-Risk Coordination

Species-at-risk are a bellwether indicator of the environmental health of the province. Species-at-risk issues also cut across all sectors of the province's resource economy — forestry, oil and gas, tourism, wildlife harvesting, First Nations relations, international trade — and affect B.C.'s ability to attract and support investment.

Opportunities

To date, provincial efforts to protect, manage and recover species-at-risk have been a response to federal species-at-risk legislation, advocacy campaigns by some stakeholder groups or an outcome of regional opportunities to address these issues within broader land and resource decision-making processes. Through management tools made available in legislation, such as the *Wildlife Act* and *Forest and Range Practices Act*, the province has taken significant steps to implement sustainable wildlife harvesting, mining, tourism and forestry practices that protect species-at-risk. There remains a need, however, for effective cross-government coordination, particularly for a number of broad-ranging species with large Crown land habitats and for which recovery requires coordination of management activities across many government organizations, businesses and industry.

The bureau has been given the opportunity and is accountable for coordinating development of a government-wide, science-based approach to the management and recovery of those broad-ranging species-at-risk (e.g., Mountain Caribou, Marbled Murrelet and Northern Spotted Owl) that are part of the province's complement of globally significant species. The bureau works very closely with colleagues at the Ministries of Environment and Forests and Range as these agencies have the mandate for implementation of species and habitat recovery tasks and activities.

Challenges

While recovery and management options have been developed and/or endorsed by eminent wildlife biologists and other scientists, some management options being considered for the remaining regional populations of the three species noted above will not meet the expectations of all stakeholders. It is anticipated there will be direct and indirect economic impacts to some industries, such as forestry, that are a direct outcome of some recovery strategies. Further, even with application of the best science, natural resource management and an appropriate level of resources, some populations may not respond to any recovery strategies.

Land and Resource Information

Opportunities

Industry, businesses, individuals and various levels of government need access to relevant, reliable land and resource information and related services to support informed, science-based decision-making. They need this access to be seamless, easy-to-understand

and timely. The bureau has been given an opportunity and is accountable for expanding and simplifying how natural resource information is made available to clients outside the provincial government.

Government uses a number of information technologies and management (IT/IM) applications that are agency or ministry-specific to manage information concerning applications for natural resource use authorizations (e.g., permits, tenures, licences) and for related compliance and enforcement activities. Finding synergies between these different applications should produce significant efficiency gains.

Challenges

Managing client expectations, setting priorities and coordinating information sources across government within available resources is an ongoing challenge. One major reason is that the bureau is not the "steward" of most the natural resource information held by government.[9] The bureau's role is restricted to managing all of the natural resource information after it has been collected and quality assured by other agencies.

A second major reason is that a large number of information technology applications are being used by the bureau and the Corporate Services Division[10] to manage land and resource information. While considerable progress on systems integration has been made over the last four years, integration challenges still exist.

[9] Agencies with the natural resource mandate retain this accountability (e.g., the Ministry of Environment manages the collection of fish and wildlife inventory information).

[10] The Corporate Services Division supports the bureau, Ministry of Agriculture and Lands, Ministry of Environment and a number of other agencies. Among other functions, it directly supports the bureau information management and dissemination accountabilities.

Core Business Areas

To achieve its goals and objectives, the bureau provides services through five core business areas:

1. Regional Client Services

Through this core business, the bureau provides clients throughout B.C.'s eight major geographic regions with coordinated information and access to provincial natural resources on behalf of a number of provincial ministries and agencies. It does this through three broad themes:

- technically knowledgeable staff assisting clients with, and accepting applications for, land and resource-use authorizations, and monitoring and facilitating efficient, timely processing of applications;
- making decisions on tenures and sales of Crown land under the *Land Act* on behalf of the Ministry of Agriculture and Lands;[11] and
- providing land and resource information, developing landscape-level land and resource-use plans and coordinating implementation of strategic land use plans to support the sustainable economic development of provincial natural resources.

These client services will increasingly be provided through a single-point-of-contact client service at FrontCounter BC offices with multiple-access channels (face-to-face, telephone, fax, e-mail, web, mail). This core business area also includes coordination of regional natural resource access strategies through regionally based Inter-Agency Management Committees, chaired and managed by senior regional bureau staff.

(287 FTEs, gross operating budget $28.4 million)[11]

2. Strategic Land and Resource Planning

This core business focuses on high-priority strategic land and resource management planning that builds on the New Relationship with First Nations. Four main functions are involved:

- finalizing strategic land and resource plans for government decision, an outcome of concluding government-to-government negotiations with First Nations;
- revising strategic land and resource plans at the direction of government, on the advice of other agencies, to address new issues and environmental factors (e.g., the impacts of Mountain Pine Beetles);

[11] 98 FTEs are temporarily assigned to the bureau from the Crown Land Administration in the Ministry Operations Vote for *Land Act* adjudication purposes and $8.4 million is recovered by the bureau from the ministry for this purpose. These FTEs are shown in the ministry's resource table in Part A of this document.

- undertaking related strategic plan implementation projects (e.g., coordinated management of the Muskwa-Kechika and Clayoquot Sound regions) at the request of government; and
- providing leadership of marine and coastal planning in B.C.

(12 FTEs, gross operating budget $8.8 million).

3. Species-at-Risk Coordination

This core business helps ensure the most effective management of the province's globally significant, broad-ranging species-at-risk while providing responsible, balanced access to Crown land and resources. The bureau coordinates corporate development and implementation of recovery plans for three priority species: Mountain Caribou, Northern Spotted Owl and Marbled Murrelet.

(4 FTEs, gross operating budget $1.2 million)

4. Resource Information Management

Through this core business, the bureau captures, integrates, manages and warehouses provincial land and resource information, and delivers this information to government and non-government clients using a variety of means, including web-based tools.

The bureau provides these functions through the Chief Resource Information Office for natural resource ministries as a single-window access to land and resource information (Land and Resource Data Warehouse, Integrated Land and Resource Registry, GIS analysis services and the Integrated Cadastral Initiative). The bureau is also the provincial government agency accountable for providing spatial base mapping, land survey control systems and air and ortho-photo management to a wide range of internal and external users of landscape information across all sectors.

(125 FTEs, gross operating budget $27.9 million)

5. Bureau Management

This business unit includes the Office of the Associate Deputy Minister and a portion of Corporate Services Division (finance, facilities, etc.). The latter is a shared service and also serves the Ministries of Agriculture and Lands, and Environment. The business unit includes Corporate Operations Branch, a small team of headquarters-based bureau staff who provide strategic business planning, corporate budget and human resource management, website oversight, performance monitoring and issues management.

(17 FTEs,[12] gross operating budget $13.1 million)

The resources shown above make up the 2006/07 full-time equivalent (FTE) staff numbers and gross operating budgets before adjustment for cost recoveries. Net operating expenses are provided in the Resource Summary table on page 44.

For more information about the bureau, its mandate and functional components, please see: http://ilmbwww.gov.bc.ca/ilmb/index.html.

[12] This does not include the FTEs in Corporate Services Division servicing the bureau. These are shown under the Ministry of Environment service plan. However, the operating budget for Corporate Services Division support of the bureau is shown here.

Resource Summary — Integrated Land Management Bureau

The Resource Summary outlines the estimated expenditures by core business area. The Integrated Land Management Bureau operates under its own vote within the Ministry of Agriculture and Lands (see Part A) as specified in the *Estimates*.

Core Business Areas	2005/06 Restated Estimates[1]	2006/07 Estimates	2007/08 Plan	2008/09 Plan
Operating Expenses ($000)				
Regional Client Services[2]	13,593	17,968	17,969	17,969
Strategic Land and Resource Planning[3]	12,850	8,858	8,858	858
Species-at-Risk Coordination	626	1,210	710	710
Resource Information Management	13,652	17,813	17,797	18,927
Bureau Management[4]	12,111	13,135	13,135	13,135
Total	**52,832**	**58,984**	**58,469**	**51,599**
Full-time Equivalents (FTEs)				
Regional Client Services[2]	135	189	189	189
Strategic Land and Resource Planning	8	12	12	12
Species-at-Risk Coordination	4	4	4	4
Resource Information Management	84	125	127	127
Bureau Management[5]	17	17	17	17
Total	**248**	**347**	**349**	**349**

[1] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2006/07 *Estimates*. Schedule A of the *Estimates* presents a detailed reconciliation.

[2] The budget for Regional Client Services was increased from 2005/06 onwards due to transfer of $4.1 million in funding and 53 FTEs principally for FrontCounter BC from Crown Land Administration in the Ministry Operations Vote.

[3] The budgets for Strategic Land and Resource Planning include special Treasury Board allocations for implementing strategic land use plans of $12 million in 2005/06, $8 million in 2006/07 and 2007/08 respectively.

[4] Bureau Management includes the Office of the Associate Deputy Minister, Corporate Operations Branch, and a portion of Corporate Services Division (finance, facilities, etc.) Please see complete description of this core business on page 42.

[5] This does not include the FTEs in Corporate Services Division servicing the bureau. These are shown in the Ministry of Environment service plan.

Core Business Areas	2005/06 Restated Estimates[1]	2006/07 Estimates	2007/08 Plan	2008/09 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Regional Client Services	195	765	720	495
Strategic Land and Resource Planning	—	—	—	—
Species-at-Risk Coordination	—	—	—	—
Resource Information Management	10,209	6,319	6,149	5,788
Bureau Management	533	1,678	771	771
Total	**10,937**	**8,762**	**7,640**	**7,054**

[1] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2006/07 *Estimates*. Schedule A of the *Estimates* presents a detailed reconciliation.

Recoveries and Revenues

Through partnerships and other arrangements with various organizations, the bureau provides services and then recovers some or all of the costs. These recoveries are expected to amount to $20.4 million in 2006/07. Principal items include approximately $4.5 million in funding from the Forest Investment Account for land and resource-use planning and information services and $8.4 million from Crown Land Administration in the Ministry Operations Vote for regional adjudication services in Regional Client Services.

The bureau expects to collect revenues of about $1 million from a number of sources, including map and air-photo sales.

Goals, Objectives, Strategies and Results

Overview

Bureau Goals

Goal 1: Citizen-Centred delivery of natural resource application and information services. This goal sets the bureau on a course to provide all British Columbians with single-point-of-contact services concerning natural resources that integrate resource information and access to a wide range of authorizations such as permits, licences, Crown land tenures, sales and grants. Achievement of this goal will support the government-wide priority to provide better services to British Columbians, help reduce the regulatory burden and result in responsible economic development while respecting social and environmental values.

Goal 2: Sustainable natural resource management through streamlined planning, coordination and decision-making. This goal focuses the core businesses of the bureau on achieving an effective balance between conserving environmental values, promoting the vitality and diversity of communities and furthering economic development. Several bureau functions are particularly involved in achieving this goal. Land and resource-use planning conducted at varied scales is one tool for which the bureau now has responsibility. The bureau also provides strategic leadership and corporate coordination of programs for the recovery and management of some broad-ranging species-at-risk assigned to it. These planning, coordination and decision-making processes are being reviewed and streamlined to improve their effectiveness and efficiency and to ensure they further the New Relationship with First Nations. [13]

Goal 3: Integrated land and resource information. Widely available, high quality, correctly interpreted and easy-to-understand information is key to effective, efficient, balanced and equitable planning and management of Crown land and resources. Integration of resource information from various sources and its effective delivery are key to achieving these ends, and the bureau has a pivotal role to play. The bureau manages and provides natural resource information to external users and to internal provincial natural resource managers. This goal also recognizes the bureau's role in providing corporate leadership and overall governance of land and resource information for all of government.

[13] This is being undertaken jointly with the Ministry of Agriculture and Lands and Ministry of Aboriginal Relations and Reconciliation.

Linkage to the Five Great Goals

The bureau directly assists and supports the effective delivery of Goals 4 and 5 of the province's Five Great Goals for a Golden Decade. These two goals are identified below along with a brief description of the bureau's key supporting initiatives.

Goal 4: *Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.*

The bureau's land and resource management planning, client-centred natural resource authorization access services, access to Crown land, and resource information services provide significant opportunities to balance responsible economic and community development with proactive mechanisms to achieve a sustainable environment. These functions directly support government's goal of world-leading sustainable environmental management.

The bureau's contribution to a number of cross ministry initiatives will also provide support to Goal 4 (see next section for details). In summary, these are:

- development of recovery plans for broad-ranging species-at-risk;
- landscape-level and sustainable resource management planning:
  - planning that can result in the establishment of legal objectives required to implement the *Forest and Range Practices Act* (Goals 4 and 5);
- land and resource management planning with First Nations:
  - strategic land and resource management planning that furthers the New Relationship with First Nations (Goals 4 and 5);
- integrated resource information management:
  - by improving access to land and resource information, the bureau facilitates timely and transparent natural resource decision-making for business, governments and the public (Goals 4 and 5);
- Mountain Pine Beetle planning initiatives in impacted areas; and
- planning and provision of Crown land to support the 2010 Olympic and Paralympic Winter Games (Goals 4 and 5).

Goal 5: *Create more jobs per capita than anywhere else in Canada.*

All of the bureau's major functions support this government goal by fostering greater investment confidence and responsible economic development.

- the bureau provides integrated, timely, lower cost and more certain access to Crown land and resources through:
  - FrontCounter BC single-point-of-contact offices for clients seeking access to natural resources;

  - — land and resource management planning activities; and
  - — improved access to land and resource information.
- First Nations involvement, consultation and accommodation enhances their participation in the provincial economy through the development and implementation of land and resource-use plans and recovery plans for broad-ranging species-at-risk that will improve investment certainty; and
- the bureau will ensure further economic development while respecting social and environmental values by providing access to Crown land through a range of tenure mechanisms and strategic Crown land sales and grants.

The bureau will also support this government goal by facilitating strategic land and resource management planning through:

- finalizing the "First Nation to Province" government-to-government negotiations phase of six key strategic land use plans and presenting the final plans to government for decision;
- beginning to scope the terms of reference for an Atlin-Taku planning process with First Nations; and
- finalizing the Dease-Liard sustainable resource management plan with First Nations.

Cross Ministry Initiatives

The provincial government has identified priorities for action that will require concerted efforts across government. Several of these initiatives and the bureau's contributions are listed below.

Citizen-Centred Service Delivery

- government is committed to "improving the delivery of public services to make them more accessible, easier to deal with and more responsive to individuals and communities";[14]
- as part of this wider government initiative, the bureau, on behalf of several resource ministries, will be providing FrontCounter BC services from a number of regional centres for clients seeking information and assistance in making applications for natural resource permits, licences, approvals and Crown land tenures, sales and grants. These services will be available on a multi-channel basis to all British Columbians;
- the bureau will champion, with the Ministry of Labour and Citizens' Services and natural resource management agencies, the development of cooperative information technology and information systems for land and resource information and natural resource authorization management; and

[14] B.C. Government Strategic Plan Update 2005/06 - 2007/08, September 2005, p. 35.

- the bureau will also be working with the Ministry of Small Business and Revenue to ensure linkages between natural resource authorization processes and deregulation initiatives.

Species-at-Risk Coordination and Priority Setting

- the bureau is developing corporate recovery plans for broad-ranging, globally significant species-at-risk (Marbled Murrelet, Mountain Caribou and Northern Spotted Owl) to address population declines and provide resource-use certainty;
- the bureau's Species-at-Risk Coordination Office (SaRCO) will be working with other ministries, such as Environment, and Forests and Range, on the review and assessment of the *Forest and Range Practices Act* Identified Wildlife Management Strategy. As well, review of the Old Growth Management Area orders may be required in some areas to implement management decisions for some species-at-risk (e.g., Marbled Murrelet);
- approved strategic land use plans may need to be evaluated for their contribution to managing species-at-risk. Incremental management decisions will need to be integrated with existing land and resource plans through Inter-Agency Management Committee-led plan review and amendment processes; and
- management of species-at-risk is traditionally a Ministry of Environment-led function. The vast majority of the science-supporting implementation tasks and actions to address species-at-risk are accomplished cooperatively with leadership from the Ministry of Environment. However, government has recognized that actions and resources required to address broad-ranging species-at-risk need to be coordinated and corporate in nature. The bureau has been mandated to develop recovery plans for broad-ranging species-at-risk on behalf of the agencies to which it provides service.

2010 Olympic and Paralympic Winter Games: Showcase the province on a global basis, celebrate provincial accomplishments and create lasting economic opportunities for B.C.

- the bureau is providing corporate leadership through the Sea-to-Sky Coordination Strategy to ensure First Nations, community, business and environmental interests are adequately addressed so that Olympic venues can be constructed on time and on budget;
- representatives of the 2010 Olympic VANOC committee will be included in the activities and recovery proposals and options that SaRCO is working on with respect to the Northern Spotted Owl, one of the key broad-ranging species-at-risk in the Whistler area;
- the bureau will ensure that Sea-to-Sky strategic land use planning incorporates the interests of First Nations, is endorsed by government and is successfully implemented;
- the bureau will facilitate inter-agency coordination through the Sea-to-Sky Working Group by supporting Olympic-related developments through the provision of Crown land, Nordic venue trails asssessment, agreements on highway development, and supporting the Ministry of Aboriginal Relations and Reconciliation in the delivery of the Shared Legacies Agreement; and
- the bureau will also work with Canada to assist with planning Olympic event security.

New Relationship with First Nations

- in partnership with the Ministries of Agriculture and Lands; Aboriginal Relations and Reconciliation; Environment; Forests and Range; Tourism, Sport and the Arts; and Energy, Mines and Petroleum Resources, the bureau will lead, develop and implement a revised land use planning framework which incorporates and supports the New Relationship initiative;
- the bureau will also conduct consultations and negotiate accommodations with First Nations to provide responsible Crown land development that furthers high-priority provincial initiatives, such as the 2010 Olympic and Paralympic Winter Games;
- the bureau will assist First Nations in incorporating their interests into strategic land and resource management plans, either directly at planning tables or through government-to-government forums, to reconcile First Nation interests and their land use plans with provincial objectives; and
- the bureau will also engage with First Nations in the implementation and review of strategic land use plans using models that build on past successful co-governance models, such as the Central Regional (i.e., Clayoquot) and Muskwa-Kechika advisory boards. (See Goal 2, Objective 3, p. 58.)
- SaRCO develops options for recovery of broad-ranging species-at-risk. These options intersect with many First Nations issues, including treaty, cooperative resource management and Aboriginal harvesting rights. First Nations interest assessment, consultation and accommodation continues to be a critical function within the bureau. All options developed will be informed by these consultations.

Support the efforts of the Ministry of Forests and Range to address Mountain Pine Beetle and its destructive effects on communities and resource and environmental values

The bureau will support the Ministry of Forests and Range through the following strategies concerning land and resource-use planning and information:

- review and update approved strategic land and resource-use plans in areas impacted by Mountain Pine Beetle (MPB) to ensure that all plan requirements, including timber availability, tourism, road access development and habitat conservation values are addressed to the greatest extent possible given the scale of the epidemic while facilitating new economic development opportunities;
- provide better opportunities in impacted areas for community and stakeholder involvement in plan review and implementation activities by establishing or revitalizing plan implementation committees;
- consistent with the evolving New Relationship with First Nations, provide opportunities for First Nations to participate in strategic land and resource management plan reviews and implementation in MPB-impacted areas; and
- establish clear, quantified land and resource-use objectives that reflect the revised plan objectives so as to guide *Forest and Range Practices Act* planning and other forest industry developed operational plans;

- provide base mapping standards and quality control for new ortho-imagery and air photography to identify wildfire stands and Mountain Pine Beetle-damaged stands as part of planning support to:
  - — salvage activities;
  - — silviculture activity scheduling and monitoring; and
  - — timber supply reviews.
- incorporate disturbances on the land into base maps (TRIM).

Cross-Government Management: Inter-Agency Management and Regional Managers Committees

Successful implementation of government's strategic directions and priorities for resource management requires a collaborative and coordinated approach within a cross ministry structure. This approach is occurring at the executive level through the Deputy Ministers' Committee on Natural Resources and the Economy and at the Deputy Ministers' Committee on Integrated Land Management. The latter committee essentially serves as the advisory Board of Directors for the Integrated Land Management Bureau.

There is a similar regional inter-ministry governance structure, with each major B.C. region and sub-region having a bureau-led and managed Inter-Agency Management Committee (IAMC). The IAMCs and Sub-regional Managers Committees provide the regional-level forum through which the agencies consult, cooperate and integrate their respective functions to deliver government's resource management programs. The committees also develop regional strategic plans to address the major cross ministry land and resource-use issues.

Cross-Government Management: Base Mapping

Base mapping services provide critical map data utilized by all sectors of the economy, including mining, oil and gas exploration, forestry, utilities and transportation. It is a critical foundation geographic tool that is essential for resource management, other provincial government services such as emergency response, community planning and development, and First Nations treaty development. The bureau is:

- maintaining base mapping in the province and leading governance-level engagement through the Corporate Base Mapping Advisory Committee (CBMAC) to ensure that the common base map is maintained and adapted to new information, is responsive to the needs of all users, and is used appropriately to integrate other land and resource information (e.g., "registered" information such as mineral or Crown land tenures, resource information in the Land and Resource Data Warehouse such as habitat information for key species or watershed boundaries that is referenced to the base map, etc.);
- developing and maintaining Standard Operating Procedures for any mapping initiative that may have a base or resource information requirement. The SOP ensures proper standards are utilized in the mapping initiative so as to permit base components to be updated effectively, avoid duplication of effort and ensure all can share and exchange map products built on a common platform; and

- championing a service orientation with all provincial ministries, communities and users so that base-mapping products are integrated into their business practices and operational environments.

Cross-Government Management: Critical Land and Resource Information Management

The bureau is the key agency managing a wide suite of land and resource information that is provincial in scope and necessary for responsible resource development and many other aspects of a modern society. Often unheralded, this information is critical and maintenance of it essential to allow for responsible resource and community development.

The bureau manages:

- fundamental aspects and standards of the Global Positioning System to allow for effective and efficient use of this geo-referencing tool in the fields of resource management, planning, engineering, surveying, etc.;
- the provincial system of survey control points and GPS active control stations;
- the Integrated Cadastral Fabric — the result of a partnership between the provincial government and local government that provides an integrated and geo-referenced link between privately owned property and Crown land;
- the ortho-imagery and air photography library and related services; and
- the Integrated Land and Resource Registry — a coordinated web-based access tool to a library of 250 different legal land and resource tenures, licences and leases.

Performance Plan

This section outlines how each of the bureau's nine objectives, its strategies, and seven performance measures and targets help achieve the bureau's three goals. The performance measures are mostly at the goal level but in some cases are at the objective level. For simplicity, they have been placed at the end of the description of each goal, its objectives and strategies.

Goal 1: *Citizen-Centred delivery of natural resource application and information services.*

In striving to achieve this goal, the bureau will provide its clients in both urban and rural areas with responsive and timely services concerning natural resources that integrate resource information and access to a wide range of authorizations previously provided by many ministries and agencies. FrontCounter BC offices will provide integrated, single-point-of-contact services for clients seeking access to land and resource information, permits, licences, approvals and Crown land tenures, sales and grants in each region of the province. Offices will be maintained in Nanaimo, Surrey, Cranbrook, Kamloops, Nelson, Williams Lake, Prince George, Smithers and Fort St. John.

Objective 1: *FrontCounter BC natural resource application services that are client-centred, timely, high quality, responsive and efficient.*

Citizens and the businesses community expect public services that are timely, accessible, transparent and efficient and provided by knowledgeable, courteous staff. Bureau clients have indicated a need for single-point-of-contact service for natural resources that ensures accurate up-front information, full disclosure of the steps and costs they face to proceed, reduced runaround time between agencies and the streamlining of application processes. These clients also expect the convenience of multiple access options. Achieving the objective will ensure that the bureau's FrontCounter BC services are strongly citizen-driven with a consequent impact on all its business under Goal 1 and, indeed, its other goals.

Core Business Area: *Regional Client Services.*

Key Strategies:

- co-locate regional bureau staff with other natural resource ministries and/or government agents where possible;
- enhance accessibility by providing multi-channel service delivery (face-to-face, telephone, fax, email, mail and web-based);
- implement full[15] FrontCounter BC services at specified locations using a staged approach concluding in 2007/08 that provides opportunities to select and train staff and implement new authorization tracking and management systems;
- tailor the services and delivery method at each FrontCounter BC location to the specific needs of the public and business community in that area;
- provide professional, knowledgeable, FrontCounter BC support to clients applying for, or seeking guidance about natural resource-related tenures, permits, licences, Crown grants, sales and information;
- ensure FrontCounter BC services are provided in a fair and transparent manner;
- market bureau services to business, communities and the public;
- modify the FrontCounter BC business model over the plan period based on an evaluation of differing strategies being pursued in different locations, as well as the demand for services;
- in collaboration with client ministries, develop service agreements, monitor performance measures and targets and champion innovative business strategies that continue to improve services to clients;
- work with other provincial natural resource agencies and levels of government to streamline authorization application processes and IT/IM systems, implement deregulation initiatives and achieve seamless delivery of natural resource authorization services.

[15] Full implementation will be dependent on successful review of the pilot project in Kamloops.

Objective 2: *Crown land allocations that meet the needs of communities and First Nations and further economic development while respecting environmental values.*

The objective is focused specifically on how the bureau will manage *Land Act* adjudications for Crown land tenures, sales and grants on behalf of the Ministry of Agriculture and Lands. The bureau pursues this objective in order to meet the Crown land needs of communities and First Nations while supporting the province's economic development goals. Applications for Crown land access will continue to be required to meet guidelines aimed at ensuring balance, respect for environmental values, transparency and other factors.[16] Processing timeliness on *Land Act* applications and file adjudication is a key requirement of British Columbians, particularly the business community.

Core Business Area: *Regional Client Services.*

Key Strategies:

- actively support and respond to First Nations and community development opportunities and growth in new and emerging regional business sectors;
- ensure Crown land tenuring, sales and grants are undertaken in a timely and balanced manner to ensure conservation of environmental values, development and implementation of the New Relationship with First Nations, protection of social and community values, promotion of economic development and transparency of the process; and
- build market-based partnerships with the business community, local governments and First Nations.

Performance Measures:[17]

Reduction in the time for applicants to receive a decision from the bureau on applications for authorizations adjudicated by the Ministry of Agriculture and Lands: This measure will reflect the success of FrontCounter BC in assisting businesses and individuals to prepare more complete applications for natural resource use authorizations and in streamlining the processes in other ways so that less time is required by Ministry of Agriculture and Lands adjudication staff to review and decide on applications.

Timely processing of applications for new Crown land use authorizations under the *Land Act* by the bureau and the Ministry of Agriculture and Lands: This measure specifically addresses the timeliness of application processing from the time a client's application is accepted and fees received to the notification of an adjudication result and/or offer of a Crown land tenure or sale from the bureau to the client.

[16] Existing guidelines for adjudicating Crown land applications will be reviewed and amended where necessary. Adherence to these guidelines will be ensured through monitoring and auditing processes.

[17] Performance information on all bureau measures comes from internal sources.

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
1.1. Reducing the median time (days) for land use applicants to receive a decision from the bureau on applications for new authorizations adjudicated by the Ministry of Agriculture and Lands – an outcome of assistance provided to applicants by the new FrontCounter BC service.[1]	115 days (2004/05 land applications)	110 days	105 days	100 days
1.2. Percentage of new *Land Act* applications to the bureau and the Ministry of Agriculture and Lands processed within 140 days.[2]	90%	90%	TBD	TBD

[1] Bureau's FrontCounter BC offices will assist clients by providing information and in preparation of applications for permits, licences, approvals and Crown tenures and grants. Decisions on authorizations will, in most cases, be made by decision-makers in one of the host ministries for which the bureau provides FrontCounter BC services.

[2] This is the same measure as used by the former Land and Water British Columbia Inc. (LWBC). The base is the same as for the first measure; that is, applications to the bureau for new authorizations adjudicated by the Ministry of Agriculture and Lands. The median measures the number of days of processing time within which 50 per cent of the applications in the year were processed. It is therefore capable of measuring the reduction in processing time due to FrontCounter BC activities.

Goal 2: *Sustainable natural resource management through planning, coordination and decision-making.*

This goal focuses the core businesses of the bureau on achieving an effective balance between conserving environmental values, promoting the vitality and diversity of communities and furthering economic development. Such balance is vital if the well-being of the province's citizens is to be maximized in perpetuity. Four bureau activities are particularly involved in achieving this goal:

- strategic land and resource-use planning conducted at various scales and involving extensive stakeholder and First Nations consultation as well as negotiations on a government-to-government basis with First Nations;
- leadership of provincial and regional scale inter-agency committees and other activities aimed at integrating decision-making and regional program delivery across all government natural resource agencies;[18]
- strategic leadership and corporate coordination of programs for the recovery and management of some broad-ranging species-at-risk assigned to it; and
- reviewing these first three activities to ensure they contribute to, and build on, the New Relationship with First Nations, as well as streamlining them to improve their effectiveness and efficiency.

[18] These integration efforts support the leadership of the Government Caucus Committee on Natural Resources and the Economy and the Deputy Ministers' Committee on Natural Resources and the Economy.

Each of these activities should result in reduced resource-use conflicts, improved certainty in the use of Crown natural resources, improved environmental sustainability and more efficient delivery of these outcomes.

Objective 1: ***Priority strategic land and resource management plans finalized and presented to government for decision, then implemented and maintained to guide resource decision-making.***

The bureau is tasked by government and the natural resource management agencies it serves to facilitate completion and finalization of strategic land and resource management plans and to consult and engage First Nations throughout the planning process. Strategic-level plans and the implementation strategies that accompany them are the highest-level land and resource management plans undertaken by government. Finalization of these plans will help ensure resource management decisions take into account the needs of communities, the economy and the environment, as well as First Nation values and concerns, now and into the future.

Core Business Area: ***Strategic Land and Resource Planning.***[19]

Key Strategies:

- advance from the stage of "Province to First Nation" government-to-government negotiations to the implementation of the Central Coast, North Coast, Lillooet, Morice, Sea-to-Sky and Haida Gwaii/Queen Charlotte Islands strategic land and resource-use management plans;
- oversee implementation and revision of approved strategic-level land and resource-use management plans to maintain their effectiveness;
- review and update strategic land and resource management plans in areas impacted by Mountain Pine Beetle as increased logging of killed timber has in most cases affected the timber supply projections on which these plans were based. This strategy will also assist in increasing public awareness of this important issue;
- review and amend land and resource-use planning processes to make these processes more efficient and to involve First Nations on a government-to-government basis, thus furthering the New Relationship with First Nations;
- lead regionally based Inter-Agency Management Committees to coordinate government interests in the management of provincial natural resources;

[19] Land use planning aspects of this core business are supported by the Forest Investment Account and, in particular, the Crown Land Planning Enhancement Program, for which the bureau has delegated responsibility.

- establish and facilitate strategic land and resource plan implementation committees (PICs) to maintain community and stakeholder involvement in the plans; and
- publicly communicate the provisions and benefits of each of these strategic land and resource-use plans and, more generally, the benefits of balanced utilization of natural resources in collaboration with work under other objectives and programs.

Objective 2: *Sustainable resource management plans that address resource-use conflicts, challenges and opportunities.*

Sustainable resource management plans (SRMPs[20]) that support economic development and/or address resource-use conflicts are also important to achieving Goal 2. These plans are prepared at a finer scale and identify where and how land and resources should be managed to promote resource-use certainty, economic activity and to sustain environmental values, including maintaining critical habitat for specific species and identifying areas for commercial and public recreation. Their scope and planning boundaries are driven by these specific resource issues, conflicts and opportunities under study. Completion of SRMPs will involve partnerships and consultation with interested First Nations and will contain policies and guidelines supporting sustainable resource management.

In addition to SRMPs, the bureau will undertake other specific initiatives under this objective, such as supporting amendments to government policies or legislation to ensure sustainable access to Crown land or resources for development. As well, the bureau will continue to develop stakeholder-endorsed implementation criteria to support plan implementation.

Core Business Area: *Regional Client Services; Strategic Land and Resource Planning.*

Key Strategies:

- establish legal objectives for Old Growth Management Areas and other biological targets that are consistent with approved land and resource management plans — thereby supporting implementation of the *Forest and Range Practices Act*; and
- set priorities for sustainable resource management planning within available resources to support government requirements and requests from clients.

[20] SRMPs include a number of specific plan types, including local strategic plans, recreation conflict management plans, oil and gas pre-tenure plans, economic opportunity plans and coastal plans. Some other ministries develop resource plans, but these are lower-level plans that are more operational in nature and focused on delivering a specific program. They cover a much smaller area than LRMPs, SRMPs or regional land use plans, and tend to focus on a specific activity. Examples include park management plans, fire management plans and forest health plans.

Objective 3: ***A planning, coordination and decision framework that furthers the New Relationship with First Nations.***

Under this objective the bureau will seek greater engagement of First Nations in land and resource-use planning, with particular emphasis on the strategic level. The New Relationship — Vision and Principles document makes clear that land and resources are vital to First Nations. It commits both parties to "mutually develop ...[amongst other things], integrated intergovernmental structures and policies to promote co-operation, including practical and workable arrangements for land and resource decision making and sustainable development" (p.3). The first item in the New Relationship action plan is to "develop new institutions and structures to negotiate Government-to-Government Agreements for shared decision making regarding land use planning, management, tenuring and resource revenue and benefit sharing" (p.4).

The bureau will work with the Ministry of Aboriginal Relations and Reconciliation, Ministry of Agriculture and Lands, and First Nations bodies to develop these new institutions and structures. It will be an evolving process. In the meantime, continued and improved engagement of First Nations in the provincial land and resource-use planning processes will be an important indicator of New Relationship implementation.

Core Business Area: ***Strategic Land and Resource Planning.***

Key Strategies:

- consistent with the New Relationship, engage First Nations in land and resource management planning by undertaking a number of exploratory initiatives which build on existing relationships in government-to-government forums and, where appropriate, at regional or local planning tables and committees;
- in collaboration with Ministry of Agriculture and Lands (MAL) and Ministry of Aboriginal Relations and Reconciliation (MARR), develop more effective mechanisms to fulfil the Crown's duty to consult and accommodate for *Land Act* dispositions;
- assist MARR with negotiating accommodation on high-priority plans and projects; and
- assist MARR with cross-government coordination of New Relationship implementation in the resources sector through regional Inter-Agency Management and Sub-regional Managers Committees.

Objective 4: ***Strategic leadership and corporate coordination of provincial programs for the management and recovery of broad-ranging species-at-risk.***

The bureau's successful pursuit of this objective should improve the chances and/or rate of recovery of species-at-risk and Crown land resource access as well as reduce resource-use conflicts. This will improve resource-use certainty, community stability and environmental sustainability with consequent benefits to all sectors of the provincial resource economy and to the public at large.

To achieve these outcomes the bureau will work with the Ministry of Environment and other natural resource ministries in the development of an outcome-based, coordinated, scientifically credible and defensible approach to the management and recovery of species-at-risk in B.C.

The bureau's principal focus will be on coordinating:

- the development of thorough options for management and recovery of B.C.'s complement of globally significant, broad-ranging species-at-risk; and
- corporate investments in recovering species-at-risk and their critical habitats.

The aim of this coordination will be to ensure that not only biodiversity, but also social and economic values, importance to First Nations, and technical feasibility of management and recovery are taken into account to achieve desired outcomes.

Core Business Area: *Species-at-Risk Coordination.*

Key Strategies:

- work across provincial government agencies, with First Nations, communities and key stakeholders to develop a proposed policy and fiscal framework for prioritizing and coordinating the management of species-at-risk and the ecosystems on which they depend;[21] and
- work with key provincial agencies, First Nations and non-government stakeholders to develop recovery options for three key broad-ranging species — Mountain Caribou, Northern Spotted Owl and Marbled Murrelet — and bring forward these options to government for decision[22].

[21] The bureau will develop a corporate "Made-in-B.C." approach to address the management of broad-ranging species-at-risk. The current legislative framework creates an overly prescriptive regulatory regime which may position recovery efforts and resources in a direction counter to B.C.'s broader interests and to the detriment of B.C.'s complement of globally significant species. The proposed framework will enable B.C. to assume a firm jurisdictional presence in the management of species-at-risk and allow for recovery decision-making more clearly aligned with government corporate direction and B.C.'s global conservation priorities.

[22] The population of these three critical species continues to decline despite extensive attention and significant expenditure over the last decade. Clear, practical decisions need to be made in a timely way to address population declines and bring land and resource-use certainty to other resource-based activities. In response to these challenges and those set out on page 39, the bureau is committed to consulting with a wide spectrum of government agencies, First Nations, industry, stakeholders and the public on recovery and management options and recommendations for each of the three species. All recommendations going forward to government for decision will be corporate — all government agencies will fully endorse the recommendations. Lastly, the bureau will provide a transparent process for producing well-thought out and fully analyzed options to government for decision.

Performance Measures:

Percentage of British Columbia covered by strategic land use plans: Existing land and resource management plans (LRMPs), regional plans and other strategic-level land use plans cover 73 per cent of the province. The six plans under development (Central Coast, North Coast, Lillooet, Morice, Sea-to-Sky and Haida Gwaii/Queen Charlotte Islands) together cover approximately 12 per cent of the province. This measure therefore tracks progress in advancing these plans to the implementation stage and providing the benefits of such strategic plans across the province.

Percentage of British Columbia covered by strategic land use plans revised to address the Mountain Pine Beetle infestation: This measure assesses the progress of amending LRMPs and regional land use plans in forested areas impacted by the Mountain Pine Beetle. Updates are required in order to secure future economic development opportunities and to maintain public support for the plans and the timber salvage program.

First Nations engagement in strategic land use plans: This measure will indicate the percentage of strategic land use plans under development or revision in which the bureau has achieved the engagement of First Nations in their preparation, either at the planning table stage or in subsequent government-to-government negotiations or both. It is a basic measure of the New Relationship as it applies to natural resource management.

Percentage of recovery plans for assigned, broad-ranging species-at-risk which have been brought forward to government for decision: This measure indicates the progress made in developing and presenting to government recovery plans for key, broad-ranging species-at-risk that require broad, cross-government action and leadership. For this reason they have been assigned to the Species-at-Risk Coordination Office. The currently assigned species for which recovery plans are to be brought forward to government for decision are Mountain Caribou, Northern Spotted Owl and Marbled Murrelet. Additional species or sub-species may be added in 2006/07.

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
2.1. Percentage of British Columbia covered by strategic land use plans — existing or under development — that have been advanced to the implementation stage.	2005/06 – 73%	80%	83%	85%
2.2. Percentage of British Columbia covered by strategic land use plans that have been revised to address new issues or environmental factors (e.g., Mountain Pine Beetle impacts).	0 to date	14.4% (5 plans)	20.1% (8 plans)	20.1% (No additional plan revisions are scheduled at this time)
2.3. Percentage of specified strategic land use plans in which the bureau has achieved the engagement of First Nations.[1]	2005/06 – 100% (6 out of 6 plans)	82% (9 out of 11 plans)	86% (12 out of 14 plans)	86% (12 out of 14 plans)
2.4. Percentage of recovery plans for assigned, broad-ranging species-at-risk which have been brought forward to government for decision.	0	33%	66%	100%

[1] Specified plans are those that have been developed or revised since 2004/05, or are under development or revision and have completed the planning table stage.

Goal 3: *Integrated land and resource information.*

Integration of resource information from various sources and its effective delivery is key to achieving the effective, efficient and balanced management of Crown land and resources. The bureau has a pivotal role to play in this task. The bureau manages and provides natural resource information to external users such as other governments, businesses, communities, industry and the public and to other provincial ministries and agencies. The bureau also provides corporate leadership and overall governance across the province concerning standards, systems and pricing for the management, storage and delivery of land and resource information. It is also responsible for providing base-mapping products and related services that assist all sectors of the economy.

Growth in the provision of spatially referenced information to both the public and to government clients is seen as a key performance measure for this goal. It captures the significance of integration and delivery, as well as the importance of the bureau's base mapping function.

Objective 1: *Effective management and delivery of land and resource information,*[23] *products, services and analyses that are fundamental to government, First Nations, industry, business and the public.*

This objective is one of two concerning the effective management and delivery of resource information to clients under Goal 3. It concerns resource information managed and delivered across the provincial government and on a province-wide basis, largely through integrated web-based systems.[24] The same information, and local derivatives and analyses developed from it, is delivered regionally and is covered under Objective 2. Understanding and meeting the needs of clients is crucial to achieving this and the next objective. Growth in the utilization of services will be used as a measure of the extent to which the bureau has satisfied client needs; other performance measures will be explored during 2006/07.

Core Business Area: *Resource Information Management.*

Key Strategies:

- improve the marketing of corporate resource information services to both internal and external clients through better communication and consultation. The intent is to ensure products and services provided are client driven and meet client needs. This strategy will help to ensure the bureau focuses on clients and builds its products and services in response to their feedback;
- manage and deliver information and related products and services fundamental to government, industry, business and public needs. The aim is to provide a "public" information service, not just a "government" information service;
- work closely with regional clients to understand their information needs and help them achieve business goals;
- manage and maintain land and resource data holdings. This is to ensure that the provincial data the bureau is responsible for are adequately maintained to meet both government and public needs. Within this scope is base-mapping data, warehoused information and repository (catalogue and related metadata) information;
- communicate the bureau's responsibilities and provide internal and external clients with value-added information and support; and
- deliver self-service Internet web-based access and analytical tools that meet client needs.

[23] Includes base mapping, registry, air and ortho-photography, survey control points, global positioning systems support, geographical (place) names and related resource information.

[24] These include the Land and Resource Data Warehouse and the Integrated Land and Resource Registry.

Objective 2: ***Effective regional provision of land and resource information, services and analyses that are fundamental to government, First Nations, industry, business and the public.***

Bureau regional staff deliver the same land and resource information, and local derivatives and analyses developed from it, as under Objective 1. They do this through FrontCounter BC offices as well as in information packages to support strategic and land and resource-use planning projects. Providing effective land and resource information, services and related analysis results in more fully informed regional clients, better decision-making and reduced application processing times.

Core Business Area: ***Regional Client Services.***

Key Strategies:

- support regionally managed land and resource planning projects;
- provide resource information and associated maps to regional clients;
- undertake analyses concerning natural resources for business or individual clients using geographic and other information systems; and
- coordinate regional land and resource data collection issues, including setting standards, performing quality control, liaising with information providers and building land and resource information partnerships.

Objective 3: ***Leadership concerning information management to the land and resource sector.***

This is the objective for the bureau's programs focused on providing overall governance across the province concerning standards, systems and pricing for the collection, storage and delivery of land and resource information.

Core Business Area: ***Resource Information Management.***

Key Strategies:

- establish a sector-level Land and Resource Information Council with membership from government, industry and the public to address business, information and system issues/needs from a sector-level perspective;
- improve public access to provincial land and resource information by establishing a single gateway to resource sector information products and services;
- improve the usability of land and resource information products and services by establishing the necessary common information policy, standards, procedures and best business practices that are needed to ensure data from different sources can be integrated;

- continue to manage the provincial Land and Resource Data Warehouse and associated catalogue; and
- work closely with partners to champion cross-government approaches, integrate existing information technology and management (IT/IM) applications and coordinate development of new IT/IM systems being used to manage land and resource information.

Performance Measure:

Growth in the utilization of land and resource data, information and related products by public and government clients: This is an indicator of the usefulness of the land and resource services to the bureau's clients. The measure uses an extensively accessed resource information tool, images generated by iMapBC, as a proxy indicator of the growth in overall utilization of land and resource information provided by the bureau.[25] A growing list of resource information data sets and tools are being made available online to the public and iMapBC is representative of this trend.[26]

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
3.1. Percentage growth in the utilization of land and resource data, information and related products by public and government clients over 2005/06 base (using an extensively accessed resource information tool, iMapBC, as a proxy).	450,000 images	20% (540,000 images)	32% (594,000 images)	45% (653,000 images)

[25] iMapBC is a web and map-based tool used to access information in the Land and Resource Data Warehouse. The measure represents the number of images iMapBC draws for users of the Land and Resource Data Warehouse. It is a popular means of accessing TRIM map sheets and other base layers as well as additional resource data layers so it is a reasonable proxy for the mapping and resource information aspects of the bureau's business. iMapBC will be made available to the public in May 2006 and a consequent large growth in utilization in 2006/07 over 2005/06 is expected.

[26] Currently some 57 per cent of the data sets in the Land and Resource Information Data base are downloadable by the public (62 per cent by partners who subscribe or who have contributed through data sharing agreements).

Bureau Performance Plan Summary

Five Great Goals

Goal 4: Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.

Goal 5: Create more jobs per capita than anywhere else in Canada.

Bureau Mission

To create natural resource opportunities for British Columbians through the integrated delivery of natural resource authorizations, Crown land administration, planning and natural resource information services.

Bureau Goals	Bureau Objectives	Performance Measures
1. Citizen-Centred delivery of natural resource application and information services	1.1 FrontCounter BC natural resource application services that are client-centred, timely, high quality, responsive and efficient	• Reducing the median time (days) for land use applicants to receive a decision from the bureau on applications for authorizations adjudicated by the Ministry of Agriculture and Lands — an outcome of assistance provided to applicants by the new FrontCounter BC service
	1.2 Crown land allocations that meet the needs of communities and First Nations and further economic development while respecting environmental values	• Percentage of new *Land Act* applications to the bureau and the Ministry of Agriculture and Lands processed within 140 days
2. Sustainable natural resource management through planning, coordination and decision-making	2.1 Priority strategic land and resource management plans finalized and presented to government for decision, then implemented and maintained to guide resource decision-making	• Percentage of B.C. covered by strategic land use plans — existing or under development — that have been advanced to the implementation stage
	2.2 Sustainable resource management plans that address resource-use conflicts, challenges and opportunities	• Percentage of B.C. covered by strategic land use plans that have been revised to address new issues or environmental factors (e.g., Mountain Pine Beetle impacts)
	2.3 A planning, coordination and decision framework that furthers the New Relationship with First Nations	• Percentage of specified strategic land use plans in which the bureau has achieved the engagement of First Nations
	2.4 Strategic leadership and corporate coordination of provincial programs for the management and recovery of broad-ranging species-at-risk	• Percentage of recovery plans for assigned, broad-ranging species-at-risk which have been brought forward to government for decision

Five Great Goals	Bureau Goals	Bureau Objectives	Performance Measures
Goal 4: Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none. Goal 5: Create more jobs per capita than anywhere else in Canada.	3. Integrated land and resource information	3.1 Effective management and delivery of land and resource information, products, services and analyses that are fundamental to government, First Nations, industry, business and the public	• Percentage growth in the utilization of land and resource data, information and related products by public and government clients over 2005/06 base (using an extensively accessed resource information tool, iMapBC, as a proxy)
		3.2 Effective regional provision of land and resource information, services and analyses that are fundamental to government, First Nations, industry, business and the public	
		3.3 Leadership concerning information management to the land and resource sector	

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	1.2 Crown land allocations that meet the needs of communities and First Nations and further economic development while respecting environmental values	• Percentage of new *Land Act* applications to the bureau and the Ministry of Agriculture and Lands processed within 140 days
2. Sustainable natural resource management through planning, coordination and decision-making	2.1 Priority strategic land and resource management plans finalized and presented to government for decision, then implemented and maintained to guide resource decision-making	• Percentage of B.C. covered by strategic land use plans — existing or under development — that have been advanced to the implementation stage
	2.2 Sustainable resource management plans that address resource-use conflicts, challenges and opportunities	• Percentage of B.C. covered by strategic land use plans that have been revised to address new issues or environmental factors (e.g., Mountain Pine Beetle impacts)
	2.3 A planning, coordination and decision framework that furthers the New Relationship with First Nations	• Percentage of specified strategic land use plans in which the bureau has achieved the engagement of First Nations
	2.4 Strategic leadership and corporate coordination of provincial programs for the management and recovery of broad-ranging species-at-risk	• Percentage of recovery plans for assigned, broad-ranging species-at-risk which have been brought forward to government for decision

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		3.2 Effective regional provision of land and resource information, services and analyses that are fundamental to government, First Nations, industry, business and the public	
		3.3 Leadership concerning information management to the land and resource sector	

Related Initiatives and Planning Processes

Regulatory Reform

The bureau will support government's regulatory reform initiatives by committing to controlling regulatory burden and improving regulatory quality. Maintaining the success achieved in reducing the regulatory burden over the last three years is a desired outcome. During the next three years, the bureau will continue seeking opportunities for regulatory reform, including:

- exploring new efficiencies to be achieved through the FrontCounter BC offices (e.g., coordinated inter-governmental referrals, one-stop shopping, implementing authorization-specific target turnaround times for processing new applications, developing associated business process amendments and deregulation initiatives);
- working with natural resource authorization issuing agencies and staff from the Service Delivery Initiative Office (Ministry of Labour and Citizens' Services) to build common authorization information management and technology solutions; and
- supporting further shifts towards results-based regulations, including establishing recovery plans for broad-ranging species-at-risk.

The bureau will adhere to the regulatory criteria set out in the Regulatory Reform Policy and target a zero per cent net increase in regulation through 2008/09.

Information Resources Management Plan

The Information Resource Management Plan for the bureau is currently under development. It will build on aspects of the plan built by the former Ministry of Sustainable Resource Management and Land and Water BC Inc.

Please see http://ilmbwww.gov.bc.ca/ilmb/sp2005/irmp.html for more information.

Citizen-Centred Service Delivery

One of the primary functions of the Integrated Land Management Bureau is to provide a citizen-centred service to British Columbians seeking access to natural resource services through its FrontCounter BC offices. By fulfilling this role on behalf of several natural resource ministries, the bureau directly supports the government priority of citizen-centred service. The quality of the service provided will be gauged through measures of the speed with which client requests are met. An increase in the quality and quantity of services provided will result from implementing FrontCounter BC services at all nine bureau locations using a staged approach over the next two years, subject to a successful review of the Kamloops pilot project.